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Running head: EXAMINATION OF CULTURAL INTELLIGENCE

Pepperdine University

Graduate School of Education and Psychology

EXAMINATION OF CULTURAL INTELLIGENCE WITHIN LAW FIRM LIBRARIANS IN
THE UNITED STATES: A MIXED METHODS STUDY

A dissertation submitted in partial satisfaction
of the requirements for the degree of
Doctor of Education in Organizational Leadership

by

Michele A. L. Villagran

December, 2015

Kay Davis, Ed.D. – Dissertation Chairperson

This dissertation, written by

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DOCTOR OF EDUCATION

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DEDICATION

I dedicate my dissertation work and give special thanks to my best friend, my husband Rodolfo Villagran whose words of encouragement and push for persistence ring in my ears. His support, encouragement, and constant love have sustained me throughout this journey.

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ABSTRACT

The purpose of the research is to explore the cultural intelligence (CQ) of law firm librarians in the United States. This dissertation is motivated by three research questions: (a) What is the overall level of CQ of participating law firm librarians? (b) What variations among participating law firm librarians, if any, exist among the four capabilities of CQ?; and (c) What viewpoints do the librarians have about the value and importance of CQ within their law firms? This research contributes to the limited amount of empirical literature on CQ. Officially defined in early 2000s, the CQ framework is what guides this study. The research extends the application of the CQ framework by applying it to an area not formerly studied, law firm libraries.

A concurrent nested strategy model was used in order to gain a broader perspective of CQ. The researcher conducted a mixed-methods study using a web-based survey process incorporating the CQS, an instrument that measures CQ level, demographic and open-ended items. The target population consisted of librarians within the United States who currently work in private law firm libraries. Of the initial 170 individuals who responded to the request, 70 provided survey responses. The sample was based on self-selection from those that were members of two professional associations.

Based on a triangulation of the findings, four conclusions were made: (a) law firm librarians have a strong sense of value and importance of CQ to their law firms, (b) law firm librarians have varying levels of CQ within each of the four CQ factors, (c) the librarian's feel valued and appreciated within their law firm, and (d) law firm librarians cope with cultural challenges and have to adapt to unfamiliar environments. The findings support the research questions and prompt thinking of how to incorporate CQ into training, maximize the benefits of CQ with stakeholders that utilize the library services, and how law firms may use CQ to help

with industry changes. This research provides a glimpse into CQ and additional important issues to law librarians within law firms in the United States including their value within a law firm.

Keywords: cultural intelligence; law firm libraries; law firm librarians

Chapter 1. Introduction

A survey conducted in 2008 by McKinsey and Company found that effective management of cultural diversity is correlated with financial success. Cultural intelligence (CQ™) may also be a helpful indicator in selecting individuals for global positions as noted by Ang and Van Dyne, (2008). Earley first defined the phrase *cultural intelligence* in 2002 and published the first book the following year with Earley and Ang (2003), defining CQ as “a person’s capability for successful adaptation to new cultural settings, that is, for unfamiliar settings attributable to cultural context” (p. 9). They explained the reason for having a term or label was due to the “need to understand why some people are more adept at adjusting to new cultural surroundings than others” (p. 59).

CQ, sometimes referred to as cultural competency, cultural awareness, cultural literacy, cross-cultural competence and various other labels is a newly defined concept that began to surface in the literature in the early 2000s. According to Abbott (2008), Ang et al. (2007), and Frink-Hamlett (2011), an individual with high CQ maintains a strategic advantage, and the impact to an organization may lead to a successful operating business. “Cultural competency adds value to our clients and ultimately to the firm because you need to be able to relate to the client-you make them look good and operate in a manner that is consistent with their goals and objectives,” states Paulette Brown, partner at Edwards Angell Palmer & Dodge (as cited in Frink-Hamlett, 2011, p. S6). Furthermore, Ang et al.’s (2007) findings illustrate strong support for CQ and suggest “CQ has important implications for selecting, training, and developing a culturally intelligent workforce” (p. 365).

Law firms operate in an environment characterized by global competition, a rapidly changing environment, and sophistication. Law firms have a significant impact on the practice

of law globally as they have clients around the world. Over the last several years, firms began analyzing their staffing skills, performance and costs. According to the 2013-14 survey titled “Trends & Opportunities in Law Outsourcing,” 79% of firms surveyed faced the challenge of reducing service costs (Sandpiper Partners, 2014). Firms had to reduce their workforce, increase use of technology, and improve their processes in order to keep costs down. While firms have always examined their staffing levels, it is only recently that they began examining the composition of skills within their organization and every line item on their budget, including the library, more closely. From C-level executives to partners to associates to support staff (law librarians included), all expenses are examined as the business model of law firms is contracting.

Increasing client demands and higher costs placed more pressures on law firms to examine performance in order to compete in today’s globalized world. Law firm libraries also find it difficult to recoup online legal research costs because more clients refuse to pay due to rising costs. Partners write off bills at the same time as resource costs continue to rise. In this situation, legal research can create a drain on a firm’s profitability. Law firm librarians now face an even larger problem. Their own departments, and even positions, are threatened. Unless law firm librarians can show their value and impact through use of their CQ, they will become extinct. Understanding their own cultural competency and applying it is of greatest importance to law firm librarians at this crucial time within the legal industry.

The Problem

Our world is becoming more and more global with a growing number of law firms opening offices internationally with staff and clients worldwide. As the legal sector shifts, law firms and law librarians need to adjust their way of doing business to stay competitive. The market for lawyers has gone global, and this has an impact on the service levels that law firm

librarians provide. Caputo and Rasmus (2011), report, according to the *American Lawyer's* Global 100 list, the “top 15 firms on the list have between 5% and 86% of lawyers working outside their home country and have offices in 5 to 39 countries” (p. 46). Client demands have grown and more international deals exist within law firms. Law firms are being challenged to examine costs, determine the value of their staff (law librarians included), and determine what model is best to increase profits.

Law firm librarians face a dilemma. The demand for law firm librarians is changing, specifically with the skills now being required of them in order to remain competitive, maintain their current positions, or even be promoted. In this new type of environment, law librarians must be culturally competent in order to work effectively to meet their attorney's needs. A law librarian, for example, must also feel motivated to stimulate others in a new environment. “Motivation must be aligned with our ways of thinking about a new culture and how we act in it” (Earley, Ang, & Tan, 2006, p. 78).

Devin Fidler, research manager in the Technology Horizons program at the Institute for the Future, discusses the work skills needed for information professionals in the decade ahead. The Institute's found “10 specific new skills that are likely to help workers achieve success in the next decade” (Fidler, 2012, p. 10). Cross-Cultural competency was one of the work skills identified and has future implications for traditional law librarians. Just as the landscape is changing within the legal industry, law librarians will need to shift with the times. Law librarians will need to adjust their traditional frame of mind to include adaptability of changing environments and responsiveness to new cultural contexts.

With the effects of the economy in the United States, law firms have had to closely reexamine their business models, firm performance, staffing skills and overall culture. The

examination of business models has an impact on the library department/knowledge center because it may not be part of the future equation if its value is not known. According to the Law Librarian Survey published by American Lawyer Media (ALM, 2014), 72% of participants stated that they recovered fewer costs from client in the past year, and firms recover only 48% of online charges. Recouping research costs is still an increasing challenge for law firm libraries, which is yet another part of the problem. While law firms are the general target within this study, the researcher specifically focused on librarians within law firms in the United States since they support law firm stakeholders and play a critical role in influencing attorneys because of the support they provide them.

Research on CQ in the law firm setting is scarce – research on CQ specific to law firm libraries does not even exist. There has been some discussion on culture and diversity within the field of librarianship as a whole (Greer, Stephens, & Coleman, 2001; Howland, 2001; Kreitz, 2008; Overall, 2009; Smith, 2008), but nothing specific to CQ of law firm librarians. Studies have not focused on this issue, and there is a significant lack of knowledge about CQ in law firm librarians.

Despite an increased interest in CQ, there are limited studies that examine CQ as a component of selecting individuals for leadership positions (Ang & Van Dyne, 2008). However, there have been many studies related to intercultural training and cross-cultural training, which may relate to using CQ as a training tool (Earley, 1987; Harrison, 1992; Tung, 1981). Triandis (2006) notes training techniques that enhance individual CQ are important. CQ plays an important role in global leadership success as globalization and cross-cultural business continue to grow (Alon & Higgins, 2005). Thomas and Inkson (2009) believe “leading any organization or group with a culturally diverse workforce requires cultural intelligence” (p. 120).

Purpose of the Study

To help fill the gap in the existing literature on CQ of law firm librarians, the purpose of this mixed-methods research was to explore CQ of law firm librarians to understand the phenomena of cultural competency. A concurrent design was proposed to examine this phenomenon in these professionals, to identify whether law firm librarians are culturally intelligent and how they view their CQ as having an impact on their firm. This methodology was selected as the researcher focused on collecting and analyzing both quantitative and qualitative data in a single study to expand understanding from both (Creswell & Plano Clark, 2011). CQ is herein generally defined as the capability of an individual to function effectively across new cultural settings (Ang & Van Dyne, 2008). Law firm librarians working in private firms within the United States were specifically targeted. CQ was measured using Ang and Van Dyne's (2008) Cultural Intelligence Scale (CQS) Self Report (Appendix A). The CQS is an instrument designed to measure the four dimensions of CQ. Additional questions regarding participating law firm librarian views on how CQ impacts the practice of their firm will be explored. Both qualitative and quantitative data were gathered via a web-based survey.

Research Questions

The following research questions were examined within the study:

1. What is the overall level of cultural intelligence of participating law firm librarians?
2. What variations among participating law firm librarians, if any, exist among the four capabilities of cultural intelligence?
3. What viewpoints do the law firm librarians have about the value and importance of cultural intelligence within their law firms?

Assumptions and Delimitations

Assumptions of this study include that law firm librarians have a general understanding of the construct of CQ and were able to respond honestly to the survey. It was assumed that law firm librarians had access to the Internet and possessed the skills to enable them to complete a web-based survey. To explore the practices of these firms, it was assumed that the law firm librarians had an integral understanding of the attorneys and practices within the firm.

This researcher has an extensive background of 20 years of librarianship with 10 years in public librarianship, 4 years in law firm libraries, 3 years with one of the largest legal vendors, and 3 years as a consultant to law firms and corporations. Biases exist due to this experience in the librarianship and legal fields. Additionally, the researcher is recognized as a Cultural Intelligence Level 1 & 2 certified facilitator through the Cultural Intelligence Center. The researcher also currently serves as the Private Law Libraries Special Interest Section (PLL-SIS) membership committee chair and is a member of the PLL-SIS. To minimize these biases, the researcher sought to remain neutral during the study and vigilant with a keen awareness of practices throughout data gathering and analysis. The researcher sought to avoid personal biases due to her expertise.

This study was limited to United States law firms and only involved participating law firm librarians with a Master of Library Science degree and/or equivalent experience who are members and subscribe to the Private Law Libraries Special Interest Section of the American Association of Law Libraries (AALL) Community, the Special Library Association (SLA) Legal Division listserv, or the Law-Lib listserv. According to the AALL website (2013), the PLL-SIS consists of more than 1,300 members across the United States. It is unknown how many law firm librarians are members of the SLA Legal Division or the Law-Lib listserv. The targeted

population consisted of private law librarians who, at the time of this research, worked in a law firm in the United States. It was assumed that the information collected from law firm librarians is relevant to other law firm librarians throughout the United States. However, the extent to which the research is generalizable to other firms is limited to the characteristics of this sample.

Conceptual Foundation

This study sought to build on the underlying foundation of CQ and, to some extent, the understanding of its importance for law firm librarians and law firms. While librarianship is a very broad field, specifics about law firm skills and expectations of law firm librarians can help support the importance of the construct of CQ as an imperative for being successful in today's global work environment. Those who assume leadership roles with their libraries can also be instrumental in facilitating the development of CQ and training among those who will interact with the diversity of people and organizations found in today's legal industry.

Definition of Terms

Law firm.

- *Law firm*: Business entity formed by one or more lawyers to engage in the practice of law with a law library.
- *Law firm (private) library*: Physical or virtual space in which a librarian works. Library may consist of books, materials, and electronic resources to help address questions from users.
- *Law firm librarian*: Legal information professional working in a private law library with a Master's degree in Library Science or equivalent experience working in a private law library.

Cultural intelligence.

- *Cultural intelligence (CQ)*: A person's capability to function effectively in a new and unfamiliar environment (Ang et al., 2007; Earley & Ang, 2003; Earley et al., 2006; Earley & Mosakowski, 2004; Peterson, 2004).
- *Behavioral*: One of the four factors of CQ. A person's ability to adapt to verbal and nonverbal behavior appropriate to different cultures (Earley & Ang, 2003).
- *Cognitive*: One of the four factors of CQ. An individual's cultural knowledge of norms and practices in different cultural settings (Earley & Ang, 2003).
- *Metacognitive*: One of the four factors of CQ. An individual's cultural consciousness and awareness during interactions with those from other cultural backgrounds (Earley & Ang, 2003).
- *Motivational*: One of the four factors of CQ. An individual's ability to direct energy and confidence toward cultural differences (Earley & Ang, 2003).
- *Cultural Intelligence Scale (CQS)*: Instrument that measures an individual's cultural intelligence level in each of the four cultural intelligence capabilities.

Significance of the Study

Understanding CQ within law firm librarians is more than just an international or global perspective. A law firm librarian can be affected locally, within his/her own branch office working with a diverse group of individuals on a specific departmental topic. Law firm librarians often may support more than one geographic office, including international locations. They have to work with differing cultures daily and be able to adapt to new settings, especially facing turbulent times in the legal sector.

One such example is that of a law firm librarian engaging with his/her clientele – attorneys, IT staff, and an information vendor – to make sure they get the best deal of their negotiated contract for their law firm. She and/or he may interview and interact with a diverse group of attorneys from differing practice areas to determine their needs. S/he will have to work with IT staff in order to ensure the online service is set up correctly and works properly. S/he will also need to negotiate the contract and terms with the information vendor. In each of these cases, and working collectively with their firm users, CQ will be utilized. The law librarian may not be motivated to interact with IT and, therefore, not be able to adapt and adjust as needed for implementation of the online resource or vice versa. Additionally, she and/or he may not be able to lead his/her staff in this initiative if CQ is not applied.

Law librarians are information professionals who work in various legal settings and provide a range of services based on the scope of library collections and size of staff. According to the American Association of Law Libraries (AALL, 2014), private law firm librarians are often required to perform many functions including reference, processing of library materials, maintaining vendor contracts, and supervising personnel. While the traditional role of a law librarian in a firm has been just that, there are new skills they need to gain and new functions they need to learn as technology evolves and the information profession changes.

There has been more need for competitive intelligence and business intelligence support for client-focused efforts and the library has now become integrated into this function. Firm librarians also play a more important role in helping attorneys with existing resources, advanced technologies, and often serve as knowledge managers to help find, locate, and manage both the internal and external knowledge of the firm. Additionally, private law librarians often perform

research outside the scope of legal research including business, financial, market, business development, medical and due diligence.

Law firm librarians find that *needle in a haystack* document which can make or break a case, determine if a point of law is good law which can affect the attorney's success in a case, and even update materials in the collection that can effect an attorney's ability to practice effectively. With continuous pressures from upper management to reduce costs, law firm librarians are challenged not only to prove their own worth, but also to prove the worth and value of having a library, whether physical, electronic, or both.

The library, in and of itself, can be viewed as a small business. Individuals are not going to understand the value of what one can provide and expertise unless a librarian is "tooting his/her horn". Unfortunately, law librarians have not been as good at marketing themselves, or even the library, and history has shown the elimination of law firm librarian positions and even dissolution of complete law firms. In order for law firm librarians to gain new positions and stay competitive, they have to shift as well in the skills they gain and the execution of their expertise. Joyce Janto, former president of the American Association of Law Libraries (AALL) says,

I think in firms especially, the lawyers forget that the librarians are just as well educated as they are. They have no idea that we are able to go beyond the stereotypical "reference question" and that the librarians are a good source for client development and client retention. (University of Michigan, 2011, "The Value of Law Librarians," para. 4)

It is important to understand what CQ means and the significance of it to law firm librarians. Law firm librarians are in a unique position because of the audiences they serve – unique, diverse, and span many different cultures. They support all stakeholders of the firm, from attorneys to secretaries to partners to paralegals, in an effort to provide information from many resources in the most cost efficient manner, maintain collections, negotiate vendor contracts, manage the library and wear a multitude of other "hats." Their support of internal

stakeholders benefits the clients the firm serves and has a direct impact on the success and profits of the firm.

It has often been said that an organization is only as good as its people. That holds true in law firms. A law firm could not operate without a solid support infrastructure that includes accounting, marketing, librarians, paralegals, and IT. Today's reality indicates that staffing levels are down across the board in law firms, library included, with library services being the most lightly staffed non-attorney area in firms (ALM Legal Intelligence, 2014). Law firm libraries have always been viewed as overhead within a law firm's budget and are often the first to go. Functions that the library has traditionally been the go to for are now being done directly by paralegals and attorneys (i.e., research) because the online legal research systems are much more sophisticated and even Google friendly. Many firms have even eliminated their physical libraries due to space costs or lack of use. Just as the law firm library has changed, the role of the law firm librarian is evolving.

This research provides both theoretical and practical importance. First, on the theoretical side, this research contributes to the limited amount of empirical literature available on CQ and helps validate the concept. It extends the application of the model by applying it to an area not formerly studied. On the practical side, this information may be helpful in selecting law firm librarians, providing training, and in illustrating the value of a law firm librarian when CQ is applied. John Lewis Jr., Senior Managing Litigation Counsel for Coca-Cola stated "cultural drivers will impact how deals are structured and decisions are made" (Cole, 2008, p. 26). For any law firm that represents them, Coca-Cola looks at their cultural apparatus. More and more clients are doing just the same.

Law firms may view data from this study as an important indicator for selecting law firm librarians. Additionally, the data may lead to the development of training programs which may include how to enhance leadership roles within the firm. Law firm librarians have not often been viewed as equivalent to other director and administrative levels within the law firm. Law firms may begin to incorporate CQ training components into evaluation of making law librarians senior management. CQ can also help organizations successfully manage their cultural diversity (Earley, Ang & Tan, 2006). Since firm librarians continually have to adapt in differing situations, depending on whom they encounter within the law firm and work with across firm locations, it makes sense to ensure they utilize their CQ and to evaluate how it affects firm attorneys, secretaries and others they support. Firm staff can even work on their own CQ levels to influence the productivity and success of the firm.

Often, the law library is the first to be cut because law librarians are not as embedded in the culture and attorney practice or they have not shown their value to the firm. The law library and law firm librarians are often viewed as overhead and not seen as an integral and valuable part of the firm's culture and model, even though they provide critical support functions that affect profits. Law firm librarians do influence the stakeholders and can have an impact on the success of a firm. The cost of ignorance or arrogance with law firm associates and partners not using the librarian has true implications on time and money (University of Michigan, 2011).

With law firm librarians' expertise (having received a master's degree in Library and Information Science), they are the experts in helping locate, find, organize, and analyze information. They can save an attorney time, which, in a law firm, is money by retrieving what she and/or he needs. It takes a trained librarian to help one navigate and obtain authoritative, legitimate information. At minimum, the law firms C-levels and attorneys need to better

understand the role of the librarian and leverage the skills she and/or he can provide. The role of the librarian can impact all within the firm, and that is one reason CQ is critical.

Summary

As the legal environment changes, so do our law firms' libraries. Law firms evolve and bring together increasingly diverse cultures within them, while, at the same time, law firm libraries evolve with the nature of changes in the tools used and delivery of information services. Law firm librarians are challenged with marketing the value of their services and expertise to the organization. Additionally, they are constantly fighting to be viewed as a valuable asset to the firm. They work with many diverse individuals and continually face challenging situations. This study examined CQ of law librarians in law firms within the United States.

Chapter 2. Review of the Literature

This study examined the phenomena of CQ in law firm libraries. Before proceeding with a discussion of the changes within the law firm and law library environments, it is necessary to explore the concept of CQ. This section provides details of this concept, which closely builds on Sternberg's theory (Earley & Ang, 2003; Sternberg & Grigorenko, 2006). Sternberg and Detterman (1986) focused on a framework revolving around the multiple loci of intelligence, which include four ways to conceptualize individual intelligence: metacognitive, cognitive, motivational, and behavioral.

Sternberg and Grigorenko (2006) researched the loci of intelligences and considered what significance culture may have on intelligence. Their findings showed that intelligence must be understood in its cultural context. "Someone could be successfully intelligent within a culture but not across cultures. Someone could be relatively successful across cultures but not highly successfully intelligent within any one of those cultures" (Sternberg & Grigorenko, 2006, p. 28).

Cultural Intelligence

Theories and measurements of CQ. There is much research related to elements of cultural competence, but limited research specific to CQ. Adler (2008), Erez and Earley (1993), Hofstede (1991), and Triandis (1994) all discuss elements of culture. In addition, cross-cultural training has been examined by Black and Mendenall (1990) and Bhawuk and Brislin (2000). CQ plays an important role in global leadership success as globalization and cross-cultural business continue to grow (Alon & Higgins, 2005; Verghese & D'Netto, 2011). According to Livermore (2010), 90% of senior executives from 68 countries see cross-cultural leadership as the main management challenge of the 21st century. Thomas and Inkson (2009) believe "leading any organization or group with a culturally diverse workforce requires CQ" (p. 120).

Earley and Ang (2003) first defined CQ due to the “need to understand why some people are more adept at adjusting to new cultural surroundings than others” (p. 59). Thomas and Inkson (2009) suggest that CQ involves being skilled in understanding a culture, learning more about it from interactions, and gradually reshaping one’s thinking and behavior to be more aware when interacting with people from other cultures. CQ offers insight into an individual’s ability to manage multicultural situations and engage in cross-cultural negotiations (Imai, 2007; Imai & Gelfand, 2010; Thomas & Inkson, 2003, 2009).

Defining CQ. The term *cultural intelligence* has often been referred to as intercultural competence, global mindset, and global competencies in the past. Probably the most well-known researcher on culture is Hofstede (Boonghee, Donthu, & Lenartowicz, 2011; Maleki & de Jong, 2014; Thien, Thurasamy, & Abd Razak, 2014). Hofstede (1980) studied the shared values of individuals and the beliefs within communities. While he did not specifically study CQ, his findings are important to its construct, specifically CQ cognition. Lindsey, Robins, and Terrell (2003) recommended five guiding principles and five essential elements that cultural competence is composed of as related to an individual’s treatment of those of differing and diverse backgrounds:

1. Culture is always present and influences values and behaviors of others.
2. Organizations and individuals need to be aware that what works well for one may not work well for another. The individual will need to change.
3. There are group and personal identities that need to be considered.
4. We need to be aware of the diversity within cultures.
5. Groups may have distinct cultural needs outside of the main culture (p. 6).

Additionally, the essential elements assist with strategy and planning when encountering differing cultural situations (Lindsey et al., 1999, 2003). These focus on culturally competent individuals:

1. Individuals need to evaluate their own culture and how it may influence others.
2. Culturally capable individuals appreciate diverse individuals.
3. Alternative dispute resolution skills are learned in order to work with differing issues.
4. Learning is an important aspect and culturally intelligent individuals want to enhance their cultural skills and adapt as needed.
5. Individuals incorporate cultural understating into their daily lives to have improved cultural interactions.

It was not until 2002 that the term was officially defined by Chris Earley. CQ builds upon the frameworks of the intelligence quotient (IQ) and emotional intelligence (EQ). Earley and Ang (2003) developed the CQ framework due to the “need to understand why some people are more adept at adjusting to new cultural surroundings than others” (p. 59). They define CQ as “a person’s capability to adapt effectively to new cultural contexts” (p. 59). This is the definition this study will follow. Griffer and Perlis (2007) believe “the development of cultural intelligence begins with a study of self and the awareness that everyone has a multiperspective identity” (p. 29). Herrmann, Call, Hernandez-Lloreda, Hare, and Tormasello, M. (2007) further extends this concept to groups in that this concept can be applied to interactions within diverse groups.

Application of CQ. CQ has been applied and studied in areas other than law firm libraries. Ang, Van Dyne, Koh, and Ng (2004) and Ang, Van Dyne, and Koh (2006) researched the construct of CQ in international executives and foreign professionals looking at the performance, adjustment and personality of individuals. Templer, Tay, and Chandrasekar (2006)

similarly studied motivational CQ and determined that it predicted adjustment of foreign professionals.

Researchers for years have studied overseas assignments and expatriates to determine what it means for overseas success using personality as a predictor (Caligiuri, 2000; Ones & Viswesvaran, 1997; Spreitzer, McCall, & Mahoney, 1997). Ting-Toomey (1999) examined elements that allow individuals to be effective in overseas assignments. Brislin (1981) and Cushner and Brislin (1996) examined adjustment in foreign cultures and found that an effective cross-cultural adjustment includes comfortable personal adjustment, interactions with others that are culturally different, and completion of task-related goals. Shaffer and Miller (2008) consider CQ as a key success factor for expatriates.

Ng and Earley (2006) focus on the two constructs of culture and intelligence: discussion of the research in organizational psychology. Research demonstrated the impact of cultural values on organizational behaviors (Earley & Gibson, 1998; Hofstede, 1980; Triandis, 1994). Berry and Ward (2006) studied further constructs of cross-cultural psychology, of which the CQ capability are a part. Much of this work also falls under the field of international business (Gertsen, 1990; Hofstede, 2001).

Alon and Higgins (2005) investigate global leadership success through emotional, analytical, and CQ. Suutari (2002), as cited in Alon and Higgins (2005), determined the following five conclusions related to global leadership:

- Leaders need global competencies.
- Global leaders in the corporate world are in a shortage.
- Organizations are ignorant to what it takes to develop corporate leaders.

- Managerial competencies and global leadership need to be better communicated and understood (p. 502).

CQ has also been applied to multicultural teams and there is substantial literature on global teams and groups (Flaherty, 2008; Rockstuhl & Ng, 2008; Shokef & Erez, 2008).

Another area of cultural application has been specific to the legal field. Stevens (2009) examines CQ in justice systems, including why it is important and what it is. Peckman (2011) applies the capability to attorneys and questioning whether they are culturally competent or not. Caputo and Rasmus (2011) further examine why CQ matters when it comes to international transactions and attorneys. Ward and Miller (2010) take it a step back to understanding the role that law schools play in molding our culturally competent attorneys. In the case of the legal community, Frink-Hamlett (2011) goes more in-depth to understand the importance of cultural competence in delivery and teaching of legal services in law school.

Multifaceted dimensions of CQ. According to Earley and Ang (2003), in order to display CQ, a person needs three main concepts working in agreement with one another: cognitive, motivational, and behavioral (Figure 1). Each of these is malleable in that an individual can enhance in time (Ang et al., 2007). While each of these facets is beneficial, they must be combined with the other factors of CQ in order to enhance intercultural success (Van Dyne, Ang, & Livermore, 2010). In a later model, Ang and Van Dyne (2008) add metacognitive CQ as “an individual’s level of conscious cultural awareness during cross-cultural interactions” (p. 5) to make CQ comprised of 4 factors. According to Brislin, Worthley, and Macnab (2006), an individual may increase his/her level of CQ by practice, gaining more experience, and being optimistic toward learning. According to Hilgard and Bower (1966), “learning is culturally relative, and both the wider culture and the subculture to which the learner belongs affect his

learning.” (pp. 562-564). This is emphasized in cognitive, motivation and personality theories (Hilgard & Bower, 1966).

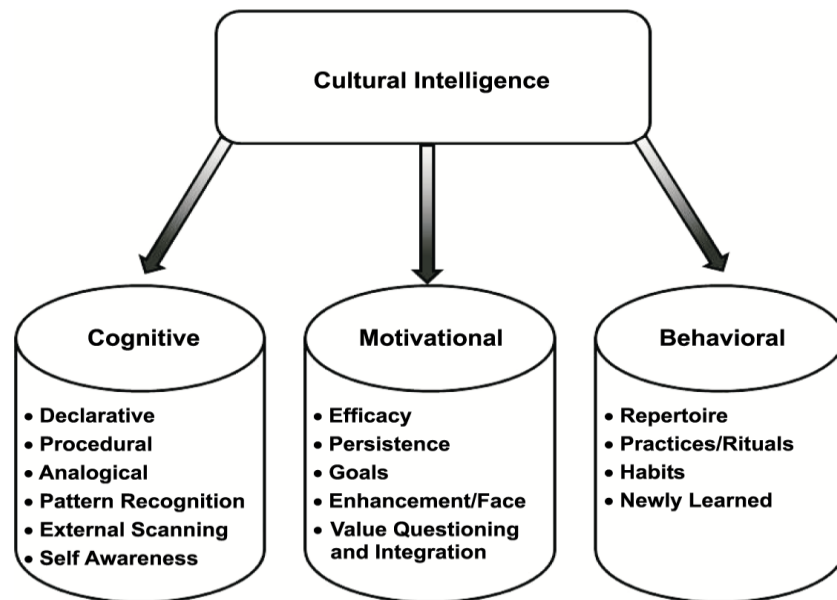


Figure 1. Facets of cultural intelligence. From Cultural intelligence: Individual interactions across cultures (p. 67), by P. Christopher Earley and Soon Ang Copyright (c) 2003 by the Board of Trustees of the Leland Stanford Jr. University. All rights reserved. Reprinted with the permission of Stanford University Press, www.sup.org

Similarly to the illustration in Figure 2, Livermore (2011) states the following:

These four factors are interrelated, whatever the form of intelligence. A person who knows (cognition) how to relate interpersonally but has no desire to do so (motivation) won't function in a socially intelligent way. An individual who can analyze (metacognition) a practical situation deeply but can't actually solve it in real life (behavior) doesn't have much practical intelligence. ...Cultural intelligence is a four-factor capability that consists of these same four intelligence factors – motivation (CQ drive), cognition (CQ knowledge), metacognition (CQ strategy), and behavior (CQ action). (pp. 28-29)

Many authors present ideas, studies and research showing interest in the CQ model (Crawford, 2009; Crowne, 2006; Dean, 2007; Hyndman, 2007; Imai, 2007; James, 2007; Lugo, 2007; Moody, 2007; Prado, 2006; Seminara, 2009; Van Driel, 2004; Williams, 2008).

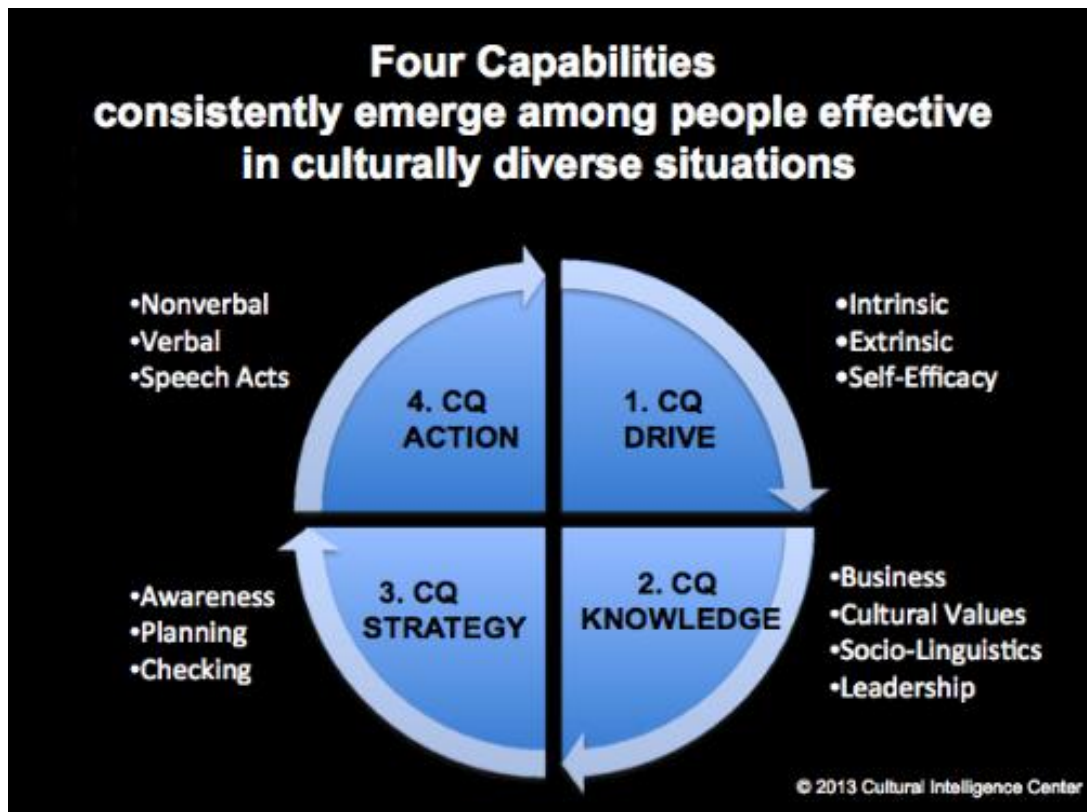


Figure 2. Four-capability cultural intelligence model. Adapted from the Cultural Intelligence Center, retrieved from <http://www.culturalq.com>, 2014. Copyright 2013 by the Cultural Intelligence Center. Reprinted with permission.

Motivational. Individuals must know how to use knowledge of another’s culture and acknowledge cultural differences. According to Earley and Ang (2003), an individual must also feel motivated to engage others in a new setting. Values orientation approach, empathy and self-efficacy can be used as methods for motivation of CQ (Earley & Ang, 2003; Earley; Ang & Tan, 2006; Earley & Peterson, 2004). As Bandura (1986) states in Earley and Ang (2003), self-efficacy is “a judgment of one’s capability to accomplish a certain level of performance” (p. 391). This is introduced as an important element of CQ since “adaptation requires both “intelligent” and “motivated” action” (Earley & Ang, 2003, p. 154). Templer et al. (2006) further explore the relationship between motivational CQ and cross-cultural adjustment. They

found that employees who were more interested and motivated to experience diverse cultures adjusted better to work on international assignments.

Within the CQ model through the Cultural Intelligence Center, this factor is considered CQ drive and the first element that needs to be considered when facing a cultural situation. CQ drive asks, “Do you have the drive and motivation to work through the challenges that come with cross-cultural situations?” This is your interest, drive and motivation to adapt intercultural, which includes deriving enjoyment from experience, gaining benefits from experience, and having the confidence to be effective in culturally diverse situations (Livermore, 2010). It sounds like common sense, but it is often the most overlooked factor (e.g., people who are required to go through diversity training, but are not told why it is relevant).

There are three specific areas CQ drive focuses on: intrinsic, extrinsic, and self-efficacy. Intrinsic is the extent to which one is interested in cultural experiences. Extrinsic is the tangible benefits derived from multicultural interactions. Self-efficacy is the level of confidence exhibited. Each of these sub-dimensions can be enhanced through facing biases, connecting with existing interests, visualizing success, rewarding oneself, maintaining control and travel (Livermore, 2011).

Cognitive. This capability relates to “general cognitive skills that are used to create new specific conceptualizations of how to function and operate within a new culture” (Earley & Ang, 2003, p. 9). Cognitive can also refer to information-processing aspects of intelligence concerning cultural adaptation of an individual (Earley, 2003) and the knowledge of norms, beliefs and conventions. This concept is clearly addressed through culture assimilators and knowledge training. This capability plays an important role in how individuals think and behave.

Livermore (2011) suggests that “one of the best ways to deal with ambiguity in multicultural situations is by learning more about cultural differences” (p. 69). CQ knowledge is the element of the CQ model through the Cultural Intelligence Center that asks, “Do you have cultural understanding needed to be more effective culturally?” This is the degree to which one understands how culture influences how people think and behave and ones level of familiarity with how cultures are similar and different (Livermore, 2010). Three specific areas are explored within CQ knowledge: business, interpersonal, and socio-linguistics. Each of these revolves around the extent to which one understands cultural systems, values, norms, beliefs, and different languages (Livermore, 2011).

There are several ways to enhance ones CQ knowledge level, including improving global awareness, studying cultures, learning about values, study language, and seeking diverse perspectives. “One specific way to improve CQ knowledge is to learn the key characteristics of ten global cultural clusters, which are large cultural groupings that share some core patterns of thinking and behavior” (Livermore, 2013, p. 7). For example, each cultural cluster has specific cultural dimensions to consider: individual-collectivism, power distance, uncertainty avoidance, cooperative-competitive, time orientation, context, and being-doing. Each of these is important to understand, particularly when having culturally intelligence interactions.

Metacognition. Metacognition (CQ strategy as labeled by the Cultural Intelligence Center) is that extent to which one is aware of what is occurring in a cross-cultural situation and the ability to use the awareness to manage it successfully (Livermore 2010, 2011). CQ is viewed as managing effectively in culturally diverse settings, which includes prior elements of metacognition, cognition, motivation and behavior (Ang et al., 2007). A new definition included concentration on the term “system”, which includes knowledge, skills, cultural metacognition,

and adaptation. This deals with intercultural interactions including adjustment and relationship development (Thomas et al., 2008). The notion is a type of learning of new actions needed within a new culture.

Ramalu, Chuah, and Rose (2011) found that CQ is a critical component when it comes to assignment adjustment and work performance. Several models for training are suggested for metacognition, including knowledge elicitation method called Cognitive Structure Analysis, Cognitive-Behavior Modification (CBM) technique, and Recognition Model (Tan & Chua, 2003). Each of these are popular methods used within psychology. Earley and Peterson (2004) identify methods of planning, monitoring, evaluating and knowledge based training for metacognition of CQ.

Livermore (2011) states that, “the ability to apply your motivation and understanding to real-life situations is one of the most important benefits of the cultural intelligence difference” (p. 107). It is one thing to be motivated, but the next step is to take that motivation and apply self-awareness to a cultural situation. “CQ strategy is a weak capability among many individuals tested because many of us are forced to function at a frenetic pace with little space for deeper thought and reflection” (p. 110). Metacognition is that “thinking about thinking” (p. 110) and an element that one often does not have time to do in society. CQ strategy is utilized when one uses cultural understanding to create a plan for a cultural situation.

Specifically, awareness, planning, and checking are three sub-dimensions that are examined in the Cultural Intelligence Center model (Livermore, 2010, 2011). The starting point is being aware of the cultural elements in the situation, which includes observing what is going on between the parties. Next, individuals will consider how to engage in the situation. This is where taking time to plan, examine, and think about the circumstance is critical. Last, one will

want to check oneself and monitor whether the resulting behavior is appropriate. There are aspects to try to enhance this capability such as observation, journaling, managing expectations, creating checklists, reframing, and testing for accuracy (Livermore, 2011).

Behavioral. The fourth facet of CQ is the behavior of an individual. An individual needs to know how to respond in a different cultural setting. Molinsky (2013) calls this global dexterity – “the capacity to adapt one’s behavior when necessary in cultural environments that are foreign to that individual and to accommodate new and different expectations that vary in each cultural setting” (p. 9). Some are “skillful at recognizing behaviors that are influenced by culture” (Brislin et al., 2006, p. 41). Within the Cultural Intelligence Center model, behavioral is the CQ action piece of the equation (see Figure 2). “Our cultural intelligence is ultimately judged based on how we behave” (Livermore, 2011, p. 141). This includes how one adapts through utilizing verbal, nonverbal, and speech acts in approaching cultural situations. Improvements to CQ action can take the form of developing one’s manners, leveraging CQ knowledge of cultures, using differing vocabulary as needed, and joining a multicultural team.

“Of all the facets of cultural intelligence, behavioral CQ is perhaps the most difficult to acquire” (Earley et al., 2006, p. 83). This is because many of the behaviors each of us exhibits is expected based upon our past experiences and our background. Unless we are trained to behave in different ways (similar to actors), we have not explored this capability fully. Even though we exhibit universal human behaviors, often, these are viewed differently in appearance in specific cultural situations (Earley et al., 2006). Differentiating universal human behaviors versus culture-specific behaviors is an important first step to take and can start with foreign languages. Molinsky (2013) is in agreement with this in that the key is not to merely learning (CQ

knowledge) about other cultures and differences, but “adapting behaviors in order to account for – and overcome – the differences” (p. 174).

Hall (1993) experimented with differing forms of cross-cultural training and quickly learned that individuals benefit from knowledge, but knowledge alone does not prepare one for survival in situations. Earley and Peterson (2004) suggest training methods may include role play, performing, visual arts, and behavior modification. Tan and Chua (2003) in *Cultural Intelligence: Individual interactions across cultures* by Earley and Ang (2003), introduce a competence-based training framework which emphasizes a culture-general approach to training because behaviors may be different in different cultures. Behavioral modeling is based on social learning theory. Harrison (1992) uses behavioral modeling, based on social learning theory, in order to determine its effectiveness. “A person with high CQ is able to adapt behavior to be appropriate to any given cultural context” (Earley & Peterson, 2004, p. 109).

Debate over CQ. Research recently demonstrated the importance of CQ; however, there has been much confusion on the official definition of the term. Bailey (2004) discusses Earley and Peterson’s 2004 article “The Elusive Cultural Chameleon,” questioning whether we need yet another intelligence to add to the ever packed field already. Berry and Ward (2006) express that this concept is not new, but, rather, a compilation of many years of research. They further state that a “single concept such as CQ is unlikely to be culturally appropriate in all sociocultural settings” (Berry & Ward, 2006, p. 64). Middleton (2014) believes that CQ is simply “the ability to connect across cultures” (p. 12), but not diversity which is “dominated by the idea that it is about minorities and majorities and how they interact” (p. 11).

Alon and Higgins (2005) express that much of the language of CQ overlaps with former terms like cultural literacy. Hampden-Turner and Trompenaars (2006) question whether such a

capability is credible. Johnson, Lenartowicz, and Apud (2006) state that CQ focuses on learning and not the actual application. Plum, Achen, Draeby and Jensen (2008) view CQ as, “the ability to act appropriately in situations where cultural differences are important” (p. 19). They explicitly detail the difference between their defined CI (use of CI to indicate it is different than a quotient) versus CQ based on focus and content. In accordance with their definition,

- cultural intelligence is based on an understanding of culture as a process;
- the purpose of using this intelligence is to act appropriately in cultural encounters;
- the goal is to generate a bridge between cultures;
- the focus is on all kinds of cultural identities not just national;
- individuals, groups and organizations can have this intelligence;
- people’s views must be experienced not predicted;
- a culturally intelligent person can turn off his cultural knowledge; and
- CI is assessed while it is being developed not measured by a test. (Plum et. al, 2008, p. 19)

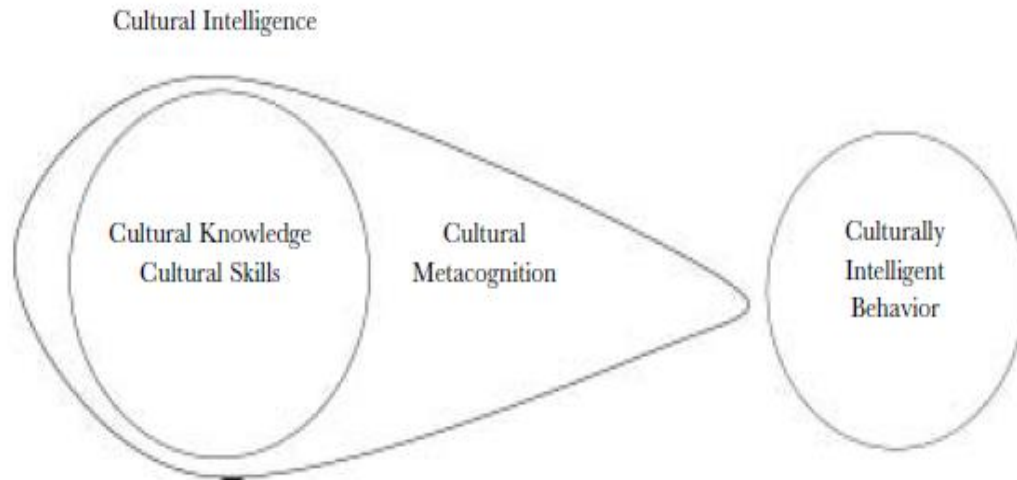
Earley and Peterson (2004) argue that the CQ approach is significant compared to prior approaches because it is specific to individuals’ strengths and weaknesses, provides an integrated approach to learning, and is a unifying psychological model. They state the weaknesses in current approaches include assumptions that all individuals need the same training, current approaches focus on cognitive awareness only, and current training programs assume a link between values and behavior (Earley & Peterson, 2004). Kienzle and Husar (2007) express the value of cultural awareness is that an organization can avoid offending individuals, improve communication, and improve the quality of relationships. They believe that “cultural intelligence is the answer to becoming culturally aware” (p. 85).

CQ, as defined by Early and Ang (2003), does differ from other cultural competence approaches in five specific ways as Livermore (2011) points out:

1. CQ is an evidence-based meta-model for diversity and international work.
2. CQ is a form of intelligence.
3. CQ is more than just knowledge.
4. CQ emphasizes learned capabilities more than personality traits.
5. CQ is not culture-specific (pp. 32-33).

The first step to understanding CQ level is through use of a CQ assessment. The Cultural Intelligence Center (2014) as well as CQ certified facilitators can offer the CQS to measure each of the four capabilities.

Earley and Mosakowski (2004) stated that CQ builds upon the framework of emotional intelligence (EI) in that CQ reflects a person's capability to gather, interpret, and act upon these radically different cues to function effectively across cultural settings or in a multicultural situation. The term refers to new cultural settings and involves cultural strategic thinking (Earley et al., 2006). Ang and Inkpen (2008) further extend their definition of CQ to suggest that it is "another complementary form of intelligence that can explain variability in coping with diversity and functioning in new cultural settings" (p. 341). Thomas et al. (2008) suggests social and emotional intelligence share similar attributes, but are specific to the culture in which they are developed. As presented in Figure 3, they define CQ as a "system of interactive knowledge and skills, linked by cultural metacognition that allows people to adapt to, select, and shape the cultural aspects of their environment" (Thomas et al., 2008, p. 127).



*Figure 3. Domain of cultural intelligence. From “Cultural intelligence: Domain and assessment,” by D. C. Thomas, E. Elron, G. Stahl, B. Z. Ekelund, E. C. Ravlin, J. Cerdin, ... M. B. Lazarova, 2008, *International Journal of Cross Cultural Management*, 8(2), p. 128. Copyright 2008 by Sage. Reprinted with permission.*

Ng and Earley (2006) believe that CQ can be seen as a culture-free construct that applies across specific cultural circumstances. CQ can also involve suspending judgment, integrating and understanding knowledge gained from a situation (Triandis, 2006). Triandis (1972) suggests even prior that culture should include both subjective and objective components.

Thomas and Inkson (2003), Peterson (2004), and Bucher (2008) all refer to CQ in comparable terms. Thomas and Inkson (2003) suggest that CQ is the following:

[B]eing skilled and flexible about understanding a culture, learning more about it from your own going interactions with it, and gradually reshaping your thinking to be more sympathetic to the culture and your behavior to be more skilled and appropriate when interacting with others from the culture. (p. 14-15)

It requires knowledge of the culture, practicing mindfulness and developing behavioral skills. Peterson (2004) defines CQ as “the ability to engage in a set of behaviors that uses skills and qualities that are tuned appropriately to the culture-based values and attitudes of the people with whom one interacts.” (p. 89). His model includes knowledge about cultures (facts and cultural traits), awareness (of yourself and others), and specific skills (behaviors). Bucher (2008)

refers to CQ as “those key competencies that allow us to effectively interact with people from diverse cultural backgrounds in all kinds of settings” (p. 7). The three competencies which make up his CQ framework are constant awareness, cultural understanding and CQ skills.

Accepted measurement of CQ. There are few cultural competence measurement tools available. Earley and Peterson (2004) identified the assessment methods available at that time as paper-pencil inventories, role play, behavioral assessment, self-monitoring, cultural shock inventory, and intercultural communication tests. Earley and Mosakowski (2004) present a self-scored tool that consists of cognitive, physical and emotional elements. Ang and Van Dyne (2008) published a self-assessment tool to measure CQ. They called it the 20-item four factor CQS that measures the four elements represented in their theory presented above. It has been validated and cross-validated in Singapore and the United States and is the instrument incorporated in this study. The Cultural Intelligence Center (2014) offers the only academically validated instrument to measure CQ.

Law Firms

In the 1980s, law firms generated revenue by charging clients for legal services just as they are today. In the mid-80's, many firms charged what the market would allow (Callinan, 1995). By the late 80's, high revenues, rapid growth, expensive real estate combined with newer technologies to affect their profits. Alternative fee arrangements and varying billing alternatives were developed. The market came under pressure and experienced its first seemingly difficult challenge for law firms. Twenty years later, private law firms faced similar tribulations with reduced budgets, staff layoffs, and firm economics that placed pressure on their traditional ways of doing business. According to Citi Private Bank and Hildebrandt Consulting LLC (2013), from 2004-2008, there were four hard lessons exhibited within law firms:

1. Firms must earn demand growth.
2. Excess capacity squeezes margins.
3. Low single-digit profit growth. Maybe Partners are used to the double-digit profit increases of the past, which no longer exist (p. 4).
4. Volatility is a fact of life. This is no surprise with the increase seen in law firm failures and dissolutions. Eight large law firms have fallen in the last five years.

Law firms now need to prepare for what the future may hold in terms of growth, profits per partner, and demand. The report for 2014 by Citigroup for Hildebrandt shows much the same, but with optimism. Law firms “have continued to battle excess capacity, offer weighty client discounts, and see their profit margins under pressure” (p. 2). However, they predict “growth of 5% in 2014 driven by the careful headcount and improved efficiencies” (p. 8). The Canadian Bar Association (2013) also discussed the findings of Hildebrandt related to what the traditional law firm business model is being affected by, including the following:

- client frustration with the rising cost of legal services;
- client expectation for more efficient legal services;
- decreased demand of legal services in specific practice areas;
- changes in the financial services sector that impact relationships with law firms;
- increased supply of lawyers available due to layoffs and changes in hiring efforts; and
- changes to the regulatory environment which impacts law firm clients. (p. 65)

The recent “State of the Big Law Market” report released by American Lawyer Legal Intelligence (2014) further identifies four key trends which align with the Hildebrandt findings. These trends are that legal spending has not recovered from the recession, yet firms continue to try to raise their hourly bill rates; profits are going to fewer partners; and the law firm market is

experiencing a larger gap where the top firms make more money and the rest remain behind. This is no surprise given trends law firms have seen over the past several years. The recent Altman Weil, Inc. (2014) Chief Legal Officer Survey confirms that big law is overstaffed, based on the decline in legal work assigned by corporate clients to outside law firms, compared to increased work to in-house attorneys and to third party legal services. Therefore, even law firms see the impact of this.

Today, we face globalization and technological developments that have an exponential impact on the way we do business. Since 2007, the legal sector has struggled due to turbulent market conditions, and law firms began to closely examine their performance, staffing skills, and costs to determine how to survive. The once quiet sector is now a sea of challenging times with law firm mergers, many firms dissolving, the role of law librarians evolving, and the environment of the business of law changing. Many law firms are not only opening branches in international locations, but also dealing with international clientele. Some branches have to rely on their headquarters office for library services because the branches do not have maintained library support. As Callinan (1995) points out, this aspect requires librarians to have not only access to the international resources, but also to be cognizant of time, distance and even currency exchange rates. This alludes to why high cultural competency among law firm librarians is necessary. Other important characteristics for law firm library staff to have included strong service orientation, confidence, urgency, desire to learn, and flexibility (Callinan, 1995).

According to Baker (2009), the demise of high profile firms and loss of law firm librarian positions, “may suggest that law firms everywhere are crumbling, but the firm world is actually just shifting in response to new economic needs” (p. 15). Smith and Marrow (2008) note leadership in law firms has rapidly changed and, now, strategic lawyer-leader leadership is

imperative if firms are to succeed. Law firm challenges in today's global environment require strategic skills like managing talent, making decisions and setting strategic direction, retaining clients, developing growth and employees' taking care of themselves while taking care of the firm (Smith & Marrow, 2008). It is critical for law librarians to be culturally competent in order to support their law firms' goals in these challenging times.

Smith and Marrow (2008) found that managing partners from a recent law firm survey believe that adaptability, building effective relationships, change leadership and decisiveness are among the competencies required when leading a law firm. These competencies align with Goleman's (1998) research on emotional intelligence and his four components: self-awareness, self-management, social awareness and relationship management. Guthridge and Komm (2008) found further that effective management of cultural diversity in a global setting was highly correlated with financial success as measured by profit per employee at multinational companies.

Cultural competence has recently received much attention in the legal sector, particularly given the many transitions with law firms; however, according to Stevens (2009), "the legal profession has been much slower to recognize the importance of cultural competency within the profession" (para. 2). In 2011, Peckman reported that attorneys are not as culturally competent when interacting with other cultures. According to Mottershead, as quoted in Peckman (2011), "cultural competency is the means by which others measure our ability to navigate the challenges and leverage the opportunities it brings. At its core, it is about developing business relationships that last" ("Are You a Culturally Competent Lawyer?," para. 5). This is "one of THE must-have competencies for 21st century lawyers" (Mottershead, as cited in Peckman, 2011, "Are You a Culturally Competent Lawyer?," para. 4). Lawyers must be culturally aware, especially with the diverse populations they serve (Ahmad, 2007; Caputo & Rasmus, 2011; Frink-Hamlett, 2011;

Hughes, 2006; Piomelli, 2006; Ward & Miller, 2010). Given that lawyers should have this competency, as referenced in the literature, what about the ebb and flow within law firm libraries and the cultural competencies that law librarian's hold?

Discussion of Law Firm Libraries

Todd (2006) discusses law firm libraries in the 21st century examining the challenges that libraries face and how to ensure they can stay relevant years to come. Todd explains that libraries have always been in the service industry, but it is with mounds and mounds of information that librarians have lost control. According to Todd (2006), "the customer does not always understand quality service or what is required to provide quality service," which is the "root of law firm librarians' vulnerability in the future" (p. 12). She recommends, in a law firm environment, that librarians must know the law business and understand the quantified value of library services and roles in order to justify to management. Additionally, Todd (2006) stresses the importance of finding one's voice within the profession and being relevant.

Eastland (2005) further discusses how library schools have an impact on private law firm librarians – and not for the good. The quality of students coming out of library school is such that they are not equipped to handle the challenges of the law firm environment today. Eastland (2005) requests two things of library schools for firm librarians: (a) "know the legal market in your community and create classes that make students attractive to the community," and (b) "teach the law" (p. 16). Both of these will make a significant difference in law firm librarians working with attorneys and producing quality law librarians to handle the challenges as Todd (2006) describes in understanding the business of law and value.

Law libraries are influenced by the changes occurring within the law firm environment. Potter, in Gentilozzi (2013), states that "the make-up of the library is going to be dictated by the

culture of the firm” (p. News). Libraries are no longer the spacious, large print collections of the past with huge staff departments (Andrea, 2014; Gentilozzi, 2013; Rieger, 2011). “The new concept of the modern private law library is windowless, smaller, tucked away inside the firm, or in the hallway, completely without walls” (Rieger, 2011, p. 27). Space has become increasingly expensive and the cost of print and electronic resources has increased while law librarians still need to balance and maintain the collections and, now, exceed the expectations of their users. Some firm libraries have transitioned to completely electronic with no print resources. Humphries (2013) explains her law firm library downsized to 100% online, going from 3,500 linear feet of shelving to 300 linear feet (p. 17). Her recommendations for transition to total electronic library include

- getting attorneys from each practice area involved to support the move to an electronic library;
- hire a librarian with technical services and automation skills;
- create a list of titles to convert and titles to keep in print; and
- purchase electronic readers if you are moving to electronic books. (Humphries, 2013, p. 19)

Evolution of Law Firm Libraries

The evolution of law librarians and law libraries depends on several issues. Some of the most critical are the nature of the law library and the creation of law and the legal profession. The first law libraries in America date to the late 1600s and early 1700s. Even though law books existed, there were fewer than 30 published in America by 1776 (Panella, 1991). The 18th century shows the creation of private law libraries, and the 19th century shows the evolution of bar association libraries. The mid-19th century shows the development of public law libraries

with the 1900s characterizing the private law firm library. Law school libraries grew over the 18th, 19th and 20th centuries with Harvard University being the first known law school established in 1817 (Brock, 1974). Early law libraries were maintained, usually, by only one person who did not have a degree. The first law firm libraries grew out of personal collections owned by attorneys and justices. The first private law firm library dates back to 1899 when the first law librarian was hired in New York.

The private law library is usually a department within a law firm practice or office, and specific to the librarians that this study targets. Historically, law firms considered the law firm library overhead and not a cost center. It was not until the early 1990's, under some controversy, that law firms began to consider billing practices for librarians, just as attorneys had been billing for years. Panella (1991) identifies five reasons librarians believed at the time that billing practices would be a good idea:

1. Lawyers hold library in high regard as they begin to accept librarian as valuable part of the team (this is later disputed as we are seeing today).
2. Knowing the client/matter can assist librarians understand requests.
3. There is more satisfaction felt in knowing there is a number related to the law firm librarians work.
4. This could now aid the librarian should he or she need to justify the value of the library.
5. The billable time that is sent to clients can offset salaries if clients pay.

While some law firm libraries still bill, all eyes have been on the changes law firm libraries have gone through in the 2000s. The law firm library was once viewed as a place to go and review

print resources. Now, a majority of law firm libraries lost their physical footprint and moved to a hybrid print-electronic library or were physically outsourced.

The ideal of outsourcing has been commented on by many in the field (Ahearn et al., 1997; Ebbinghouse, 2002; Estes, 2008; Roy & Basak, 2011). Outsourcing of private law firm libraries has been around since the 1980s with the full outsourcing of Pillsbury to Library Associates, and the dismissal of all library staff at Baker & McKenzie in 1995 (Ebbinghouse, 2002). Ebbinghouse (2002) found that firms chose to outsource specific library functions, particularly with short-term projects or paraprofessional tasks. Although outsourcing is a recent trend, according to the ALM Legal Intelligence Law Firm Staffing (2014) report, 15% of firms responding state they returned a function in-house after outsourcing.

Why libraries [still] matter is the question Zittrain (2014) focuses on. He points out that, in the 2000s, the Web became more prevalent and contains unorganized information on just about anything. While search engines tried to index the Web, it has been an ongoing effort and often remains inappropriately indexed. Libraries remain in high demand as a critical counterpart to the Web (Zittrain, 2014) because of this information overload. Libraries help provide access to information: authoritative, legitimate, and on point for attorneys and connect users to these resources in new ways. With the Web, it is challenging because, as Zittrain (2014) points out, “information may be easy to copy, but it’s also easy to poison and destroy” (para. 9). He co-authored a study that found that almost 3 of 4 links found in *Harvard Law Review* articles were dead (Zittrain, 2014).

Pacifici (2014) further points out that librarians have the skill to curate the knowledge because of their degreed experience in finding resources and due to their commitment to the profession. Legal research shaped the law practice and is a durable basis for the value of the

librarian. Having skilled librarians on staff who can assist, train and teach law firm attorneys and staff is very important, as research platforms have changed, access to resources has changed, and even methods for searching have changed. Sutherland (2013) presents further ideas for how libraries can take advantage of the law firm changes.

Women in law librarianship. With the advent of law libraries, women, though predominant in the field, faced many obstacles not only within the profession, yet also within society. They suffered advancement opportunities because of their “handicapped” image. Librarians felt trapped because of the barriers to further pursue a law career. Those with law degrees were tolerated, but those without the degree were ridiculed (Hoepfner, 1993). Prejudice grew as time passed. Law schools were not granting women faculty status, and salaries for women across the board were less.

Tracing the roots of librarianship back to the 1800s shows women’s limited involvement. Society thought of women as being *handicapped*, as if they were unable to perform their job because they would soon get married and have children. Librarianship was not a *profession* for women; rather, it was a pastime. Women were given the lowest job and men always predominated when asked who was in charge of the library. When Dewey created the first library school with 19 women and 3 men in the first class in 1887, he knew women would be the librarians of the future (Munthe, 1939 reprinted in Weibel, Heim, & Ellsworth, 1979). The problem of salaries began, then, with studies showing a “\$2,000 wage gap between females and males” (Weibel, et al., 1979, p. 115). Statistics show that, in 1852, the first woman clerk was hired and, by 1910, 78% of library workers in the United States were women (Sterns, 1972). It truly was not until the 1900s when librarianship became a “woman’s profession.”

Women librarians have been trying to reshape their profession by entering areas of specialty such as law. According to the American Bar Association, women made up only 8% of the law school enrollment in 1970. By 1980, women comprised 34% of the enrollment and, today, 50% of students are women (Robbins, 2002). Therefore, the role of women in the legal field is increasing, which may have a direct impact on the law librarianship profession. Still, too many law librarians are not paid enough. This is because of the number of women in the profession and because the old stereotype of librarians still exists (Estes, 1992). For example, in Academic Law Libraries in 1970, a study shows that the median salary for men was \$13,750 and \$8,500 for women (Hoeppner, 1993). This status is the same for women in the entire profession.

The good news is that there are more women entering the legal field, but the bad news is that a change needs to occur or we will be undervaluing librarianship even more. According to Gasaway (1996), women have served as directors for almost 100 years. It seems that the inclination for a librarian to have both a law degree and library degree has had a greater impact than do other societal factors.

Law Firm Librarians Today and Beyond

Law firm librarians face having to reinvent themselves as the profession is evolving based on client demands and firm needs. Lambert (2014) comments on the question, “What is wrong with law firm libraries today?” posed by a well-respected knowledge management expert in the field, DiDomenico. He states that “there tends to be a lack of direction in the library as to where it fits in the overall strategy of the firm” (para. 3). Lambert goes on to say that “law firms have not decided how to bring the law library into the modern day structure of a 21st Century firm.”

Farlong (2013) suggests eight emerging roles for law firm librarians, as the traditional role is shifting, highlighting the opportunity for law librarians to incorporate themselves into the new business models: niche expert resource (embedded librarian), CLE designer, legal project management coordinator, business intelligence director, legal knowledge liaison, application programmer, AFA coordinator, and client knowledge engineer. Each of these is unique to the changes occurring within law firms yet consists of functions that are not new to law firms. Moyer (1993) suggested several new functions for law firm librarians including practice management involvement, prospect visit research, prospective hire research, prospective client examination, and competitive research. With librarians as the stewards of information, there is an opportunity to transform the profession (Farlong, 2013).

Knowledge management and competitive intelligence are two of the key areas that information professional agencies have seen more jobs for and are skills desired of law firm librarians. The ALM Legal Intelligence Law Firm Staffing report (2014) shows libraries are morphing into centers of competitive intelligence and knowledge management. Law firm libraries are constantly evolving given both the nature of the law firm environment and that of information.

Big data is a long-established buzzword in the market. Monte and Stein (2014) report that law firms are not yet in the big data world, with only the legal vendors being that far along within the industry. Rovner thinks of big data as “any collection of data that...enables its owner to develop new insights or capabilities” and that law firms are not usually involved with these large data sets (as cited in Monte & Stein, 2014, p. 18). Bowers, Elster, Lynch, and Rushing (2014), suggest that law firm librarians have always been ahead of the curve with information and that law librarians may just have a new role ahead of them when dealing with big data. In

this role, the library becomes a location where all departments maintain, manage, and organize internal law firm data. In essence, this may be similar to the role of a knowledge manager.

Law firm library: Knowledge management. According Rusanow (2006), only 61% of participants reported any kind of knowledge management strategy. More and more law firms are becoming knowledge-centric, with so much firm intelligence and attorney communication that it becomes critical to have a system in place to track content. The research found that information management skills are recognized as being important in knowledge management environments, but that the people who possess these skills do not necessarily come from the information profession (Rikowski, 2000). Librarians will become obsolete if they do not understand knowledge management and that is another reason why many firms have not adopted the notion as more widespread. Firms have produced internal information for years, and now this information can be viewed as value.

Groff and Jones (2003) defining knowledge management as “strategies, techniques, and tools used by an organization to capture, retain, analyze, organize, improve, and share data, information, and knowledge relating to the operation and administration of its business” (p. 2), and Du Plessis and du Toit (2006) suggest it is the “ability to identify, capture, and leverage the internal knowledge of individuals” at the firm and to combine this knowledge with knowledge derived from others (p. 360). Each of the definitions points out that knowledge management revolves around the idea of central management of a firms’ information.

Knowledge management has still been a challenging issue for law firms to adopt. Zeide and Liebowitz (2012) discuss the barriers of cultural resistance as a reason for this challenge. Diggle (2011) found the following barriers to increased knowledge efficiency with UK law firms:

- Decentralized knowledge functions prevent systematic implementation.
- A misconception about what clients are actually paying for.
- Cultural resistance to working with new technology or external providers.
- The decision-making process for implementing new approaches is dominated by the costs without a rational assessment of the benefits.
- Senior stakeholders in law firms are often the least open to change.
- Under-resourced implementation of knowledge initiatives (p. 3).

Milton (2014) reports from the April Knowledge Management Survey Report there are five core skillsets are looked for in a knowledge management team: information technology, library, organization/industry, facilitation, communication, and human resource skills. Organization/industry skills and experience was ranked the highest priority with 4.7 of 7 (Milton, 2014). Industry skills are more favored by law firms where most knowledge management teams include attorneys, librarians, and paralegals. According to Citi Private Bank & Hildebrandt Consulting LLC (2014), “part of what enables firms to adopt non-traditional leverage models is the increased focus on knowledge management” (p. 6). Zeide and Liebowitz (2012) state “that law firm use of knowledge management can cut costs by up to 25%” (p. 34). Additionally, “the collection, curation, dissemination, and application of knowledge” are seen by Farlong (2013, para. 3) as the key to law firm efficiency and profits.

Saylor (2014) reports on the International Legal Technology Association’s fourth knowledge management survey conducted every two years, showing that the percentage of law firm participants with a knowledge management department increased by 4% between 2008 and 2014. As can be seen in Figure 4 from International Legal Technology Association (ILTA) (2014), the majority of knowledge management efforts were led by attorneys (both practicing

and non-practicing) followed by librarians. In all, 46.7% of participants reported that the library role is part of or reports into knowledge management (ILTA, 2014).

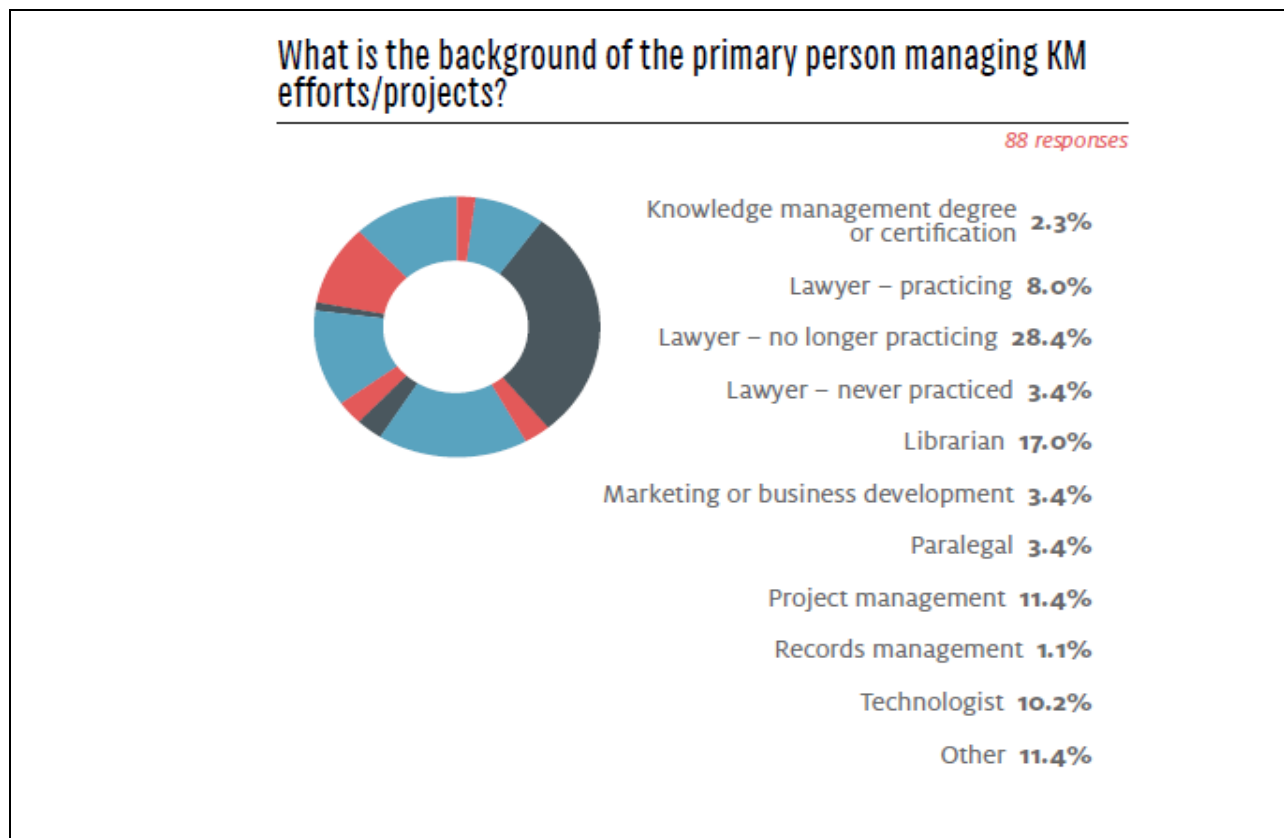


Figure 4. Background of the primary person managing knowledge management (KM). Reprinted from “2014 knowledge management survey results,” by G. Saylor, July 2014, *Knowledge Management: Orchestrating harmony through data* [white paper], Retrieved from <http://epubs.iltanet.org/i/355985>, p. 9. Copyright 2014 by ILTA. Reprinted with permission.

Beaumont (2010) provides his viewpoint on the implementation of a knowledge management program within his firm. He expresses that buy-in and support from upper management is necessary and that people need to be involved from the beginning. “One of the major factors that is often cited as a barrier to successful knowledge management within law firms is that of culture” (p. 230). Beaumont included taking steps by communicating and involving staff at the beginning of the initiative. The path to knowledge management is

challenging, but, if a clear strategy is in place and communicated regularly, law librarians may be able to make further headway on knowledge management initiatives.

Law firm library: Competitive intelligence. Abramovitz, Bailey and Gowan (2010) state that, “as competition for client representation increases, the need for valuable competitive business information and analysis in firms has drastically increased. Experienced law librarians are ideally situated to manage and deliver the quality intelligence that is critical in this economy” (“Law Firm Business Intelligence,” para. 2). Business intelligence and competitive intelligence are not new to the legal field, but the role law librarians may play is crucial to law firm growth and still somewhat unclear.

Peros (2006) shares the blurred lines between the business development department and the law library –in sharing of both work and credit. In contrast, Kaczorowski (2008) discusses the steps her firm, Neal, Gerber & Eisenberg LLP, took in creating and implementing a successful competitive intelligence program. Of these, the most critical was to have a plan of action in place between the library and marketing, which entailed setting a meeting with marketing. Additionally, maintaining effective communication during the process from beginning to end was important.

John Barker, VP of Strategy & Competitive Intelligence at Wolters Kluwer, questions whether the role of the law librarian should expand into a more expert role in law firm business development (2014). He believes that law librarians have valuable expertise in that they know where to find the resources and answers that can support practice areas and specific business goals. Both Cunningham (2013) and AALL (2014) recommend steps to partner closely with business development, IT and marketing departments in law firms.

AALL created a resource guide, *The Library as a Business Development, Competitive Intelligence and Client Relations Asset for Law Firms*, which highlights the importance of the library and a librarian's role in working with marketing and business development efforts. They suggest creating cross-functional teams, conducting research to support marketing and business development plans, monitoring trends, and supporting the business of law in order to be proactive with firm needs. AALL states that competitive intelligence "has become more important as a planning and market knowledge tool within law firms around the globe during the last 5 to 10 years" (p. 4). Johnson (2000) defines competitive intelligence (CI) as a "purposeful and coordinated monitoring of your competitor(s), wherever and whoever they may be, within a specific marketplace" (para. 2).

Schweyer (2008) discusses aspects of competitive intelligence and resources to use in law firms. Law librarians are regularly asked to conduct CI research. As Schweyer explains, "what makes CI different in law firms is the client focus" (p. 32). Some of the ways in which law firms use CI are

- examining the law firm's expertise from other legal competitors and relating it to the needs and goals of the client;
- researching how much business is coming from a client;
- benchmarking against competitors;
- researching prospects; and
- going beyond company research and understanding the industry and detailed analysis of the company (Schweyer, 2008).

Competitive intelligence is unique because it goes beyond basic research. It is not a data dump and entails synthesizing, analyzing, curating, and presenting content in a user-friendly manner

for making sound business decisions at the firm. Further, there are specific features and resources for CI work including both free and paid resources. There is no one resource that will answer all your CI questions and generally law librarians need to use multiple sources to obtain all the details needed (Schweyer, 2008).

Librarian value. Many articles discuss the value that librarians provide does have an impact on their value to the organizations. Cunningham (2013) identified “the library staff as the assets of the law library to be leveraged” (para. 3). She states that the staff members should “spread their value across the firm” as “experts in practice areas” and through “uniting with IT” (2013, para. 3). “Law firms that take advantage of the competence of their library staff can realize benefits in productivity that are measurable in dollars and cents” which will impact the bottom line (“Benefits of Uniting the Library with IT,” para. 2). Terjesen (2014) recently commented on the same thing just a year and a half later stating that “law firms that can deliver value through competitive advantage are the law firms of the future – and leveraging library services is integral to that value” (para. 1).

Bailey and Florio (2013) point out that:

Change has brought a number of leadership models to the firm environment, and keeping track of our leadership structure and the strategic directions of our shifting industry is often a real challenge...it is critically important that we gain visibility with leadership, communicate our value, and become a more prominent and permanent part of the firm’s strategic direction. (p. 39)

Law firm librarians are examining how they can make an impact and align their services with the firm’s strategic goals. Stacey (2014) states that a balanced scorecard has been used by law firm libraries “to demonstrate the value to their parent organizations, accomplish their goals with limited resources, and enable managers to make informed decisions concerning resource allocation and service development” (p. 8). Law firm librarians need to run their library like it is

a business (Bradley, Hirt, & Smith, 2011; Lambert, 2011; Terjesen, 2014). “Librarians...are finding themselves in the position where they must build a solid and effective case on how their library adds significant value to the organization or institution that pays the bills” (Gohlke, 1997, p. 22).

Holt (2007) emphasized that all library staff should be communicating the value of the library to users at all times and that what user’s value about library services is saving time and money. This is particularly true in a law firm environment where attorneys are cost-conscious about making their profits. They may not particularly care about the costs, but clients and the firm partners do. It would be to a law firm librarian’s benefit to understand the business of law and how his/her value affects the bottom line. Lamb (2010) wrote an article in the ABA Journal about whether it pays to hire a law firm librarian. This article received much feedback particularly from the law librarian community as to Lamb’s stance that a law firm only needs a law librarian for online research. He claims his point was “to use librarians to illustrate a point to everyone – the need to figure out how to add real value to the enterprise” (Lamb, 2011, para. 2). In response to Lamb’s article, Gediman (2011), summed up the business case for having a librarian on staff at a law firm for three main reasons:

1. Having a librarian manage your vendor contracts, including negotiations, and relationships can save the firm money. Librarians have unique relationships with vendors – or partnerships – in that they get to know their vendors. At the same time, librarians have knowledge about vendors, resources, and trends in the industry to know about best pricing and obtaining extra incentives from vendors.
2. Librarians are an integral part of the business development at a law firm. Librarians know what resources to use, how to research competition and present their findings.

3. Librarians are custodians of the firm's knowledge – culture, norms, stories, and practices. They use this knowledge to support attorney needs through the management and curation of information. (“Hiring a Law Librarian Pays,” para. 2)

Imai and Gelfand (2010) find that being able to negotiate effectively across differing cultures is critical to relationships, including alliances, mergers, licensing agreements, and sales. Law librarians are involved with each of these, and the literature since 2010 discusses very little about the characteristics negotiators need in order to maximize optimal agreements. One such aspect is CQ. As librarians are involved with negotiating contracts, budgets and staff needs, this skill can be extremely useful.

Rosin (2006) further identifies key contributions that law firm librarians make to the law firm, including that a firm librarian contributes through the following:

- can assist with statistics and data for legal administration;
- is a part of the managerial team and contributes ideas;
- makes decisions which influence the firm's actions;
- is a specialist within the firm;
- is heavily involved with marketing and business development initiatives;
- influences the bottom line due to their knowledge and researching cost-effectively;
- protects the firm's investment in resources, both print and online;
- understands what resources are available and where to obtain requested information;
- is an information expert that assists attorneys, paralegals and staff with finding what they need through the information overload;
- is a curator of information; able to sift through the mounds of information available and organize, analyze and deliver to meet the attorney's needs;

- understand the importance of disaster planning, preservation, and security of firm information; and
- provides the support necessary for the firm to maximize the knowledge base. (p. 1, 19-23)

If a librarian can quantify the value of the library for management, this will be the key to controlling the future of the law firm library (Todd, 2006). Ang and Inkpen (2008) stated “the possession of CQ by a firm’s managers is a valuable resource, especially when the CQ resides in its upper echelons or top management team” (p. 343). The value of the librarian and library is important to understand in order to see why law firm librarians need to know their cultural competence.

Cultural Intelligence in Librarianship

There has not been any empirical research related to the CQ of law firm librarians; however, several reports discussed developing more culturally aware lawyers. Two examples are the “MacCrate Report” from the American Bar Association in 1992 and “Educating Lawyers” from the Carnegie Foundation in 2007. In 1974, Anita Scheller said, “Once fields become established as men’s or women’s professions they are very hard to change” (Weibel et al., 1979, p. 288). With librarianship still being predominantly female, it is even more important for law firm librarians to understand their CQ.

Research on culture and diversity in general is large in the field of scholarship, but limited literature exists specific to law librarianship. However, there have been several discussions on culture and diversity within the field of librarianship as a whole (Greer et al., 2001; Howland, 2001; Kreitz, 2008; Overall, 2009; Smith, 2008). Greer, Stephens, and Coleman (2001) examine how gender roles affect the workplace and recommend organizations “establish

the organizational culture...institute effective and on-going training” (p. 137). This is of particular importance as librarianship has been predominantly dominated by women since the late 1800s (AALL, 2013). Howland (2001) expands on this and looks at specific workplace challenges.

Overall (2009) has probably one of the closest articles related to CQ and information professionals. She focuses on how to use cultural competence as a framework for the library profession. Cultural competence means “abilities of empathy, respect, understanding, patience and nonjudgmental attitudes” (p. 189). It is with this cultural competence that one may “effectively reach those who would benefit the most from library services” (p. 200). Smith (2008) is in agreement with that, and takes the argument a step further to consider making the library itself diverse. Griffer and Perlis (2007) said to “develop cultural competence, one might expect that individuals need inherent skills or predispositions to be sensitive to the needs and worldview of others” (p. 28).

Additionally, Ramirez’s (2010) research presents a model for how CQ levels may affect conflict resolution ability. In a state of continual change and challenges in the legal industry, particularly with law firms, conflict exists. Ramirez determines “that a higher level of CQ positively affects and predicts whether an individual will select an appropriate conflict resolution strategy fitting for the cultural backgrounds of those involved in the conflict” (p. 43). Figure 5 shows characteristics associated with high and low CQ (Ang et al., 2007; Brislin et al., 2006).

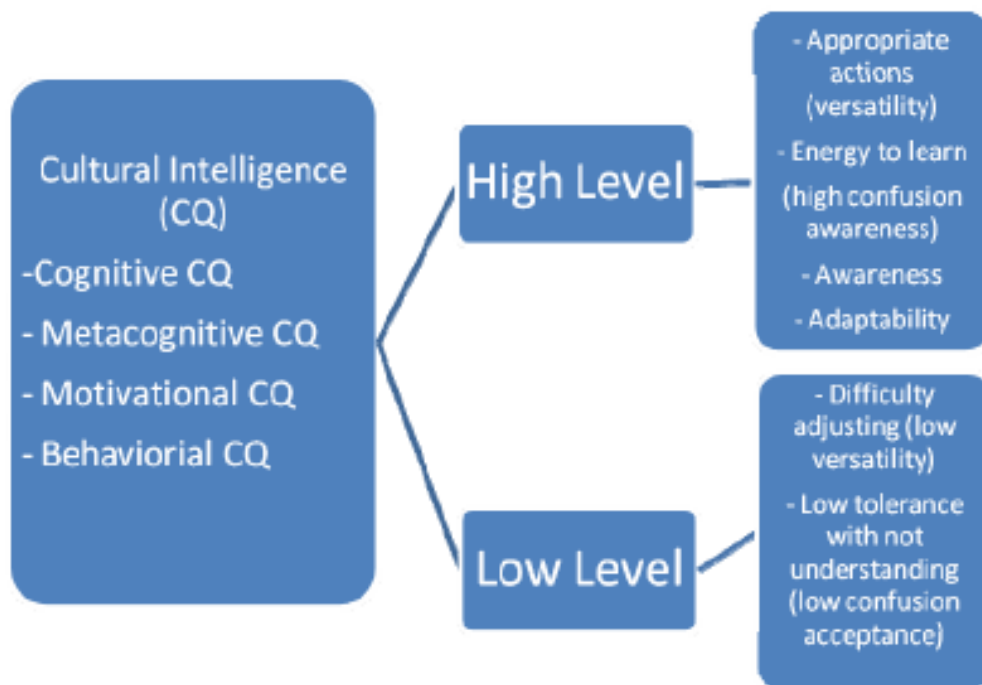


Figure 5. Characteristics of high and low levels of cultural intelligence. Reprinted from “Impact of cultural intelligence level on conflict resolution ability: A conceptual model and research proposal,” by A. R. Ramirez, 2010, *Emerging Leadership Journeys*, 3(1), p. 47. Copyright 2010 by School of Global Leadership & Entrepreneurship, Regent University. Reprinted with permission.

If a librarian is able to understand cultural competency, she and/or he will be able to achieve long-term institutional change. Librarians are almost forced to evolve with the changing times and need to work toward understanding different cultures to embrace diversity (Gabriel, 2010). Budrina (2011) suggests that “culture and cultural difference have a greater influence on business effectiveness than we think, and it is, therefore, important for companies to develop the cultural intelligence (CQ) of their employees” (“Cultural Diversity in Business,” para. 1). Budrina (2011) further states that, in order to bridge the gap on differences, there are several items that organizations should consider, including leadership development, analysis and evaluation, cultural management, and managing diversity.

Cultural Intelligence Training

Researchers have also identified the need to develop global leaders throughout the literature (Alon & Higgins, 2005; Brislin et al., 2006; Earley, 1987; Earley & Mosakowski, 2004). The legal profession, as in many industries, devotes time and resources to diversity training initiatives while cultural competence goes beyond the kind of diversity that is usually addressed because it involves much more than just diversity. Deal and Prince (2003) focus on how to culturally adapt and educate individuals on different cultures. Their work is focused on leadership development and assisting individuals in leadership roles to understand cultural adaptability. CQ shows importance for developing leaders and can have a major impact on organizations. Santana (2010) suggests five ways to boost cultural agility to be an effective leader: switching your frame of reference, being curious, looking for commonalities, reflecting and learning, and being a champion of the ideas of others. Earley, Ang and Tan (2006) further recommend three ways to develop your ability to work more effectively in culturally diverse workplaces:

1. Develop your cultural strategic thinking.
2. Build bridges of goodwill and understanding by enhancing your motivational CQ.
3. Broaden your behavior by enhancing your behavioral CQ (pp. 121-122).

There have been many studies related to intercultural training and cross-cultural training in terms of using CQ as a training tool which would be helpful for law firm libraries. Tung (1981) studied intercultural training for managers to help them succeed in a foreign culture and recommended area studies, culture assimilator, language preparation, sensitivity training, and field experiences. Earley (1987) conducted a study “to determine what types of training are most effective in preparing people for overseas work assignments” (p. 687). He found that that

documentary and interpersonal approaches are critical to prepare managers for new cultures.

Harrison (1992) examined behavioral modeling and cultural assimilator in cross-cultural management training. Prior to his study, the effects of combined training efforts including learning and behavior were not discussed in the literature. Harrison's findings suggest "that in order to maximize learning, a combination of training methods is needed" (p. 959).

Metacognitive-cognitive facet training (self-concept theory), motivation facet training and behavior facet training can all be combined to design intercultural training. Specific training should be based on a needs-based analysis of the individual. Training suggested in the research includes formal programs, global initiatives, mentoring, language proficiency, case studies, simulations, role play, experiential learning, cultural assimilators, international rotation programs and international practical experience (Alon & Higgins, 2005). Earley and Mosakowski (2004) identify six steps to enhance CQ: assessment, training selection, training application, resources to support approach, entering into a cultural setting and reevaluation.

Alon and Higgins (2005) indicate the benefits that CQ can have for global leadership programs. Brislin et al. (2006) identified a four-step procedure to encourage CQ development:

1. Consider behaviors individuals may engage in with other cultures.
2. Introduce reasons for these behaviors.
3. Consider any emotional aspects.
4. Use knowledge to learn about other behaviors.

Triandis notes training techniques that enhance individual CQ are important (2006). Ang et al. (2007) suggest "cultural intelligence has important implications for selecting, training and developing a culturally intelligent workforce" (p. 365). Crowne (2008) states the depth of cultural exposure influences CQ. Thus, CQ is not only valuable for conducting research and

understanding individual law librarian levels, but also for selecting and training librarians for leadership positions in diverse environments (Earley & Ang, 2003).

Summary

Our environment is becoming more and more global. As the marketplace changes, so do our workplaces. Cultures evolve, and managing within multiple cultures becomes a challenge. Global leaders need to be “flexible enough to adapt with knowledge and sensitivity to each new cultural situation that he or she faces” (Thomas & Inkson, 2003, p. 15). Behaviors that are accepted in one culture may not necessarily be accepted in others. The concept of CQ is a simple one, but takes time to cultivate and is an area this study explored with law librarians.

Chapter 3. Methodology and Procedures

The purpose of this concurrent mixed-methods study was to understand the phenomena of cultural competency through an exploration of the CQ of law firm librarians. Law firm librarians from throughout the United States were selected in order to understand their perspectives and to help them better serve their law firm stakeholders. Three research questions guided this study:

1. What is the overall level of cultural intelligence of participating law firm librarians?
2. What variations among participating law firm librarians, if any, exist among the four capabilities of cultural intelligence?
3. What viewpoints do the law firm librarians have about the value and importance of cultural intelligence within their law firms?

Research Approach and Design

Creswell and Plano Clark (2011) state a concurrent design entails combining both quantitative and qualitative data within a traditional research design. For this study, both quantitative and qualitative data were collected. The qualitative questions provided rich narrative responses beyond what the quantitative data provided and gave insight into the respondent's viewpoints on CQ.

The researcher relied on a web-based survey process incorporating the CQS, a self-report instrument used for academic purposes that measures an individual's CQ level. The CQS is a four-factor (capabilities) scale developed to test the four dimensions of CQ: (a) metacognitive, (b) cognitive, (c) motivational, and (d) behavioral (Ang & Van Dyne. 2008). The web-based survey also asked about select demographic information and included some open-ended items to enable exploration of the librarians' views regarding their law firms' practices.

Instead of using only the predominant quantitative method alone, the researcher selected the concurrent nested strategy model in order to gain a broader perspective on CQ within the sample. The qualitative data was useful to describe aspects of the study that could not be quantified. The strengths to this type of model are that the researcher can collect the two types of data at the same time, that it allows for a study with advantages of both qualitative and quantitative analysis, and that it helps the researcher gain different outlooks from the diverse types of data (Creswell, 2003).

Sources of Data

Population and sample. The target population for this study was made up of librarians within the United States who currently work in private law firm libraries. The target population included both males and females who hold a master's degree in library and information science and/or have equivalent law firm experience. Some individuals were in leadership or executive positions at the time of this study and others had the equivalent job title of "law librarian". Individuals in these roles are not necessarily executives and may have differing job titles, but they support the firm in their role as law librarians. This was an abstract population that could contain tens of thousands of individuals. In order to better define the population, one prominent professional organization served as the sampling frame: the Private Law Libraries Special Interest Section (PLL-SIS) of the American Association of Law Libraries (AALL). This organization, established in 1977, was created "to promote interests and address issues of concern to those employed in private law firms and corporations" (AALL, 2015, para. 1). The PLL-SIS "has grown to more than 1,300 members and is the second largest SIS within AALL," comprising about a third of AALL's membership (American Association of Law Libraries, 2015).

All members were subscribed to the My Communities section of the AALL website that allows access to the Private Law Libraries Community, which was formerly known as the listserv. Participants must be dues-paying members as well as members of AALL in order to login and access this forum. All 1,292 current PLL members included in the PLL-SIS community were invited to participate in the web-based survey. To obtain additional responses, members of the SLA Legal Division and Law-Lib were invited to participate. The number of law librarians who were members of either group was unknown. The sample was based on self-selection and, thus, may not be representative of the larger target population.

Data Collection Procedures

Both quantitative and qualitative data were collected concurrently via a web-based process. The quantitative data consisted of demographic items and the already established CQS with predetermined instrument-based questions. The already established CQS used for academic purposes tests the four dimensions of CQ: (a) metacognitive, (b) cognitive, (c) motivational, and (d) behavioral (Ang & Van Dyne, 2008). The qualitative data included open-ended items necessary to explore the phenomena under study.

Permission to use the subscriber list was granted as part of the researcher's membership benefit, as she is a member of AALL, the PLL-SIS, and the SLA Legal Division through her work. PLL-SIS Community subscribers and members of the SLA Legal Division and Law-lib listservs received a link to the consent form and survey. A second notification was sent 10 days after the first invitation, and a third notification was sent 7 days after the second invitation. The survey was not sent out during peak season for annual conferences or during the holiday season when law librarians are often on vacation. In total, the web-based survey was available for approximately one month from initial announcement and closed thereafter.

Web-based survey. The use of an electronic survey administration tool allowed IP addresses to be removed prior to the researcher's access to the results. An informed consent form (Appendix D) was provided to explain the purpose of the study, the estimated time to answer the survey, that questions may raise uncomfortable feelings, and to restate that results would only be published in aggregate. Participants received the researcher's contact information in the event there were questions. It is possible that the researcher's name influenced the participants' opting to take the survey.

Prior to administration, the survey instrument was revised based on feedback obtained from the committee on the open-ended and demographic items. Pilot participants made additional suggestions on the survey design and questions. The survey was administered utilizing Qualtrics, a leading edge online survey software tool (Qualtrics, 2015). Interested potential participants received an email with a link to the survey. This link led, first, to an informed consent page and, when the participant agreed to participate, a link to the survey. If the librarian chose not to participate, he/she was taken to a page thanking him/her for his/her consideration.

Advantages of a web-based survey included the ease of managing the question form and the speed of data entry and collection. Disadvantages are that participants were unable to go back and make corrections and the risk of the Internet malfunctions (Fowler, 1993). There were three components to the survey utilized in this study: a section with open-ended items, a section containing the CQS instrument items, and a section with demographic items.

As an incentive to participate, the researcher agreed to provide a summary of the findings approximately 6 months after the survey's closing. If an individual wished to receive a summary of the findings, he/she submitted his/her email address on a separate page. When the results

were reported, participants' responses were described as a whole and not individually. As an additional incentive, the researcher offered one in-depth CQ assessment and follow-up consultation with CQ certified facilitator Michele A. Villagran after completion of the survey. One participant was randomly selected among those who opted in via email on a page separate from the survey.

Open-Ended items. The first section of the survey included several open-ended items to encourage narrative responses regarding participant's viewpoints on CQ, which could not be obtained through close-ended survey items. The purpose of these items was to gather rich data and additional information from the respondents. Open-ended items are listed in Table 1.

Table 1

Open-Ended Items

Question #	Open-Ended Items
1.	What has been your experience with the term or phrase "cultural intelligence"?
2.	What do you believe is the value of cultural intelligence to law firms?
3.	What is your sense of being valued by your firm?
4.	Do you have the drive and motivation to work through challenges that come with cross-cultural situations you encounter?
5.	Do you have the cultural understanding needed to be effective culturally within your law firm?
6.	Share an example of what extent you aware of what's going on in a multicultural situation and your ability to manage the situation effectively within your law firm.
7.	Share an experience in which you modified your actions and adapted to different cultural norms within your law firm.
8.	How important is cultural intelligence in your current role?
9.	Share an experience of when your cultural intelligence has been used and/or could be used in your current role.
10.	Do you believe your cultural intelligence impacts your firm? If so, how?

CQS instrument. The second part of the survey included the CQS assessment, granted to academic researchers for research purposes. This is a 20-item four-factor scale developed by the

Cultural Intelligence Center (2005). This Four Factor scale developed by Earley and Ang (2003) measures the elements of metacognition (4 questions), cognition (6 questions), motivation (5 questions), and behavior (5 questions). The CQS questions are measured on a 7-point Likert scale ranging from 1 (*strongly disagree*) to 7 (*strongly agree*). The CQS was cross-validated in Singapore and the United States (Ang, Van Dyne, & Tan, 2011), and use of the scale is granted to academic researchers (Cultural Intelligence Center, 2005). In this study, the CQS was converted from a paper-based format to a web-based format. The items and ratings remained the same as in the already validated instrument self-report (Appendix A). Permission to use the existing CQS four-factor instrument, converting the format for web-based use was granted (Appendix C).

From a theoretical perspective, the findings indicate the 20-item scale is reliable and a valid measure of CQ, and the scale can also provide insightful information about an individual's CQ. According to the Cultural Intelligence Center (2012) and Ang and Van Dyne (2008), the CQS instrument shows strong empirical evidence of reliability, validity, and stability. The Cultural Intelligence Center (2014) states that it "owns the copyright to the only academically validated assessment of cultural intelligence" ("CQ Assessments," 2015, para. 1). In addition, results of six studies by Van Dyne, Ang, and Koh (2008) provide evidence that structure of the CQS is stable across samples and across countries.

The Cultural Intelligence Center examined several elements of validity and reliability and found that self-reported scores are positively correlated across observer-rated scores, and multi-method analysis supports the convergent validity of the scale. In addition, statistical analysis shows the discriminant validity of the different factors and sub-dimensions of CQ. Results demonstrated that all factor loadings were significant and supported the distinctiveness of the

four CQ factors relative to emotional intelligence, decision making, cultural judgment, mental well-being, and cognitive abilities (Ang et al., 2007; Ang & Van Dyne, 2008). Ang et al. (2007) demonstrated that CQ predicts cultural judgment, task performance, and decision making. Directly related to this study, CQ also has predictive validity above and beyond general mental ability, emotional intelligence, demographic characteristics, personality, rhetorical sensitivity and social desirability (Van Dyne, Ang, & Koh, 2008).

Demographic items. The final section of the survey consisted of questions regarding respondents' demographics. These items are listed in Table 2.

Table 2

Demographic Items

Question #	Demographic Items
1.	What is your gender? A. Male B. Female
2.	What is the highest level of education you have completed? A. Less than High School B. High School / GED C. Some College D. 2-year College Degree E. 4-year College Degree F. Master's Degree G. Doctoral Degree H. Professional Degree (JD, MD)
3.	How many years of experience do you have working in a law firm library? A. 20+ B. 15-19 C. 10-14 D. 5-9 E. Less than 5

(continued)

Question #	Demographic Items
4.	Please indicate your current job title: A. Director of Information Services B. Manager of Information Services C. Law Librarian D. Research Librarian E. Reference Librarian F. Other (please specify)
5.	What is your geographic location in the United States? (based on Census Bureau designated divisions) A. Northeast (New England / Mid-Atlantic) B. Midwest (East North Central / West North Central) C. South (South Atlantic / East South Central / West South Central) D. West (Mountain / Pacific)
6.	Were you born in the United States of America?
7.	How many languages do you speak?
8.	Have you lived or worked overseas? If so, where?

Human Subjects Considerations

In complying with requirements regarding human subjects, all potential study participants were informed their participation was voluntary, that responses were anonymous, and that they would be held confidentially by the researcher and research committee.

Approval to conduct the study was granted by the Institutional Review Board (Appendix E). This study qualifies as exempt within the category of research involving the use of educational tests (cognitive, diagnostic, aptitude, achievement), survey procedures, interview procedures or observation of public behavior (45 CFR 46.101 (b) (2)). The information obtained would not be recorded in such a way that human subjects could be identified and responses, if disclosed outside the research, would not place the participants at risk of criminal or civil activity or endanger their reputation (Pepperdine University Institutional Review Boards, 2009).

The legal field, particularly law firms, is extremely sensitive to breach of contract, data corruption, or confidentiality of internal practices and information. A perceived risk to law firm librarians' could be whether their responses were identifiable in the event of a breach in security.

To minimize this concern, the software administration tool provided complete anonymity of responses. In addition, no identifying information was collected, and participants were unable to download their own results. The anonymous survey results were held in utmost confidence and shared only with the researcher, the research committee, and one more researcher who verified accuracy of the data. The survey data will be destroyed following completion of the study.

Data Analysis Processes

Raw data was available via the Qualtrics website. The researcher had password protected access and downloaded the data to spreadsheets and documents for analysis and interpretation. The researcher followed the processes for data analysis as suggested by Creswell and Plano Clark (2011).

1. *Prepare Data Analysis:* Both qualitative data and quantitative data were prepared and downloaded into their respective systems separately. The quantitative data were downloaded into Excel worksheets and new variables were computed for analysis. The qualitative data were downloaded into a text document and imported into a qualitative analysis program, HyperResearch.
2. *Explore and Analyze the Data:* Both data sets were inspected. Analysis of quantitative data consisted of descriptive analyses and of running reliability coefficients to determine overall results. The researcher read through the qualitative data numerous times to gain a better understanding of the responses and included memos/notes of importance to forming categories (Richards & Morse, 2007). The researcher tracked these memos and created a codebook based on the emerging topics and themes. The coding allowed themes to be collected for each item, including themes that were not relevant to this study or could be utilized for further research. This thematic coding analysis provided more

insight into the participants' comments on items related to the topic that may not have been collected from the CQS web-based data alone.

3. *Represent the Data Analysis:* The data results were represented in statements and discussion of themes. Tables and figures were used.
4. *Validate Data and Results:* The researcher checked standards, utilized validation strategies, checked for validity and reliability of current data, checked for accuracy, and assessed internal/external reliability. The researcher checked for accuracy during this process. Both forms of data were examined to develop trends and for understanding.
5. *Interpret Results using Triangulation:* Qualitative and quantitative analyses were merged in order to interpret the data, address the research questions and compare the findings. New questions based on the findings were also stated.

Internal Validity

The researcher's role, particularly in qualitative research, requires the sharing of biases at the beginning of the study, and the researcher implemented strategies to clarify these biases and to triangulate the different data types in order to check for accuracy of the findings. The researcher discussed her role when introducing the design and made every effort to be objective. In addition, the analysis process involved bringing in a second researcher to evaluate the coded data to ensure reliable interpretation. The second researcher has a research background, a terminal degree, and understood the purpose of the study and the need for her assistance.

The researcher implemented suggestions by Creswell and Plano Clark (2011) regarding minimizing threats to validity. The following are possible validity threats and strategies to help minimize them based on suggestions that fit with the researcher's merged data analysis (pp. 240-241). There is the potential for bias in that one data collection may affect the other. To

minimize the risk, the researcher used one web-based survey to capture all the data in order to minimize the threat. Secondly, because triangulation involves examining the data and utilizing it to create a coherent justification for themes in the findings, there is potential risk of using inadequate approaches to converge the data (Creswell, 2003). The researcher used a side-by-side comparison for merged data analysis with quantitative categorical data and qualitative themes to help minimize the threat. Third, the researcher addressed each question to ensure interpretation and discussion of each.

There may be threats to the population external validity if the researcher draws inaccurate inferences which are then applied to other individuals or future situations (Creswell, 2003). Therefore, the researcher did not generalize beyond the group specified in the study. The results were limited to other similar law firm librarians in the United States. Additionally, there were no threats to statistical conclusion validity because the researcher made accurate inferences about the data.

Summary

This mixed-methods study examined the phenomena of CQ of private law firm librarians within the United States. Participants were selected in order to understand their perspectives and to enable them to be of stronger service to their law firms. The established CQS, demographic items, and qualitative items were developed into a web-based survey and disseminated to the Private Law Libraries Community, SLA Legal Division listserv, and Law-lib listserv.

Chapter 4. Findings

The purpose of this study was to examine the CQ of law firm librarians in the United States in order to understand their perspective and help them better serve their law firm stakeholders. The nature of the study included the collection of data from both qualitative and quantitative items on a web-based survey. The research questions were:

1. What is the overall level of cultural intelligence of participating law firm librarians?
2. What variations among participating law firm librarians, if any, exist among the four capabilities of cultural intelligence?
3. What viewpoints do the law firm librarians have about the value and importance of cultural intelligence within their law firms?

This chapter presents the demographics of the participants, qualitative analyses of the open-ended responses from the survey, quantitative analyses of the survey data, and triangulation of the data to determine study conclusions. The web-based survey consisted of three sections: a section with open-ended items, a section containing the CQS instrument items, and a final section with demographic questions.

Study Sample and Subjects

The sample was based on a self-selection process. Subjects were required to be based in the United States and currently working within a law library at a law firm. Two prominent professional associations served as the sampling frame. The Private Law Libraries Special Interest Section (PLL-SIS) of the American Association of Law Libraries (AALL), which consists of approximately 1,300 dues paying members, and the Special Library Association (SLA) Legal Division, consisting of an unknown number of members, were invited to participate

via their dedicated listservs. Additionally, the web-based survey link was sent to Law-Lib, which is a listserv specific for law librarian use. It is not known how many subscribers there are to this specific list. The quantitative and qualitative data was collected between February and March 2015. Of the initial 170 individuals who responded to the request, 70 provided survey responses. Not all participants responded to all items, and the discussion of findings indicates the specific number of responses for each survey item. Only 29 to 30 of the respondents answered the demographic items.

Sample Demographics

The study participants have a wide range of experience, education, job titles, and geographic locations. As Figure 6 indicates, females represented 86% of the participants ($n=25$) while males made up 14% ($n=4$).

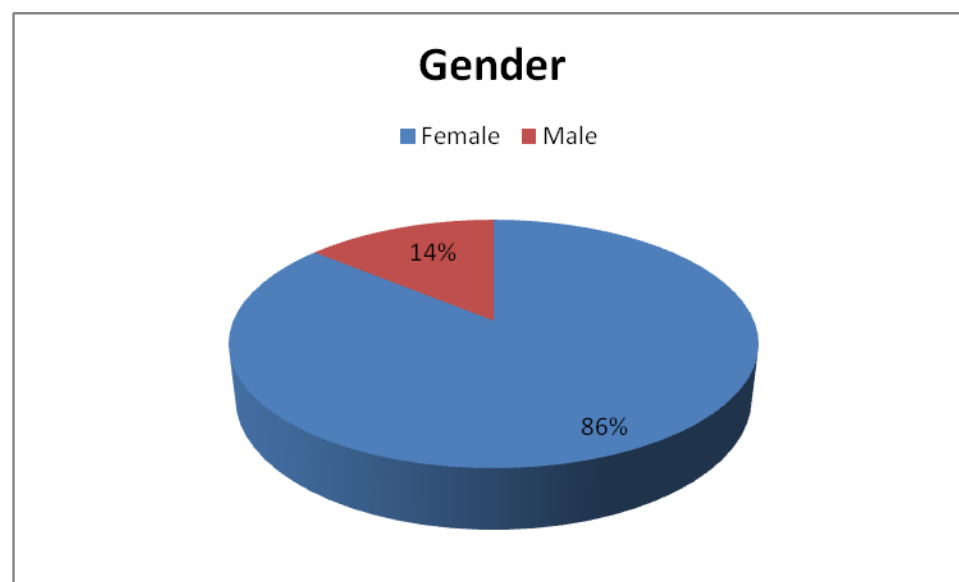


Figure 6. Frequency distribution of gender ($N=29$)

Almost three-quarters of respondents have a master's degree (70%; $n=21$), 23% ($n=7$) have a terminal degree (post Masters), and 2 respondents (7%) have a 4-year college degree (Figure 7). Thirty-six percent of respondents ($n=11$) have 20+ years of experience working in a

law firm library, and the next largest percentage (27%; $n=8$) has 10 to 14 years of experience.

All respondents have at least a few years of experience (Figure 8).

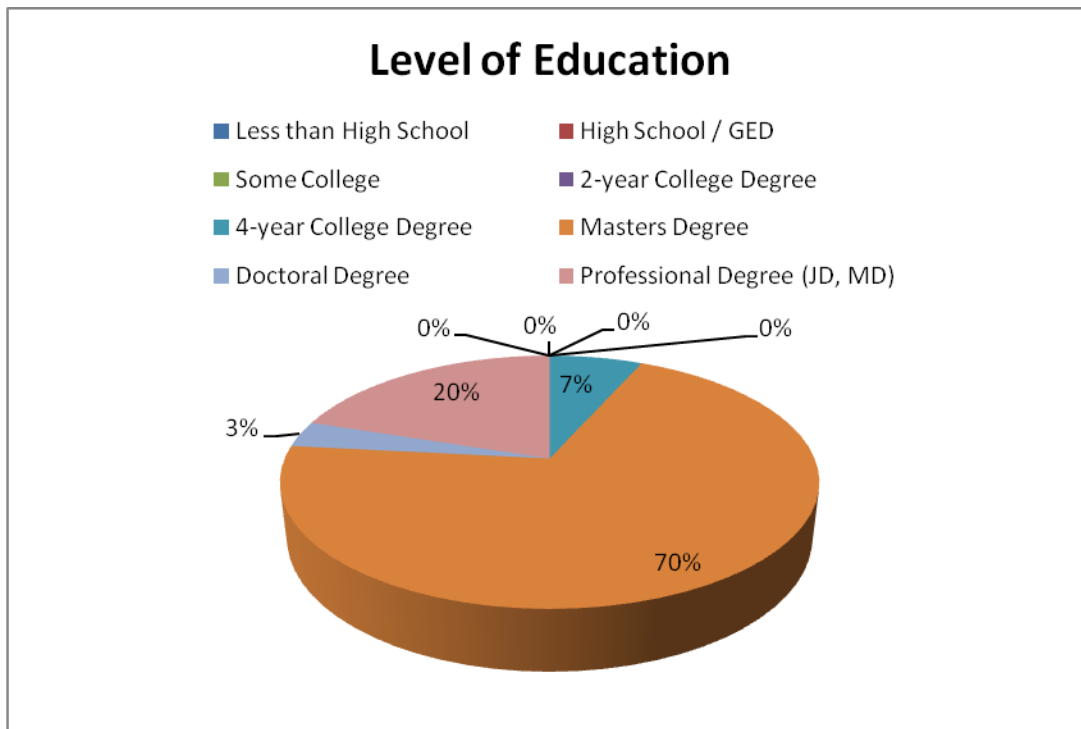


Figure 7. Frequency distribution of level of education ($N=30$)

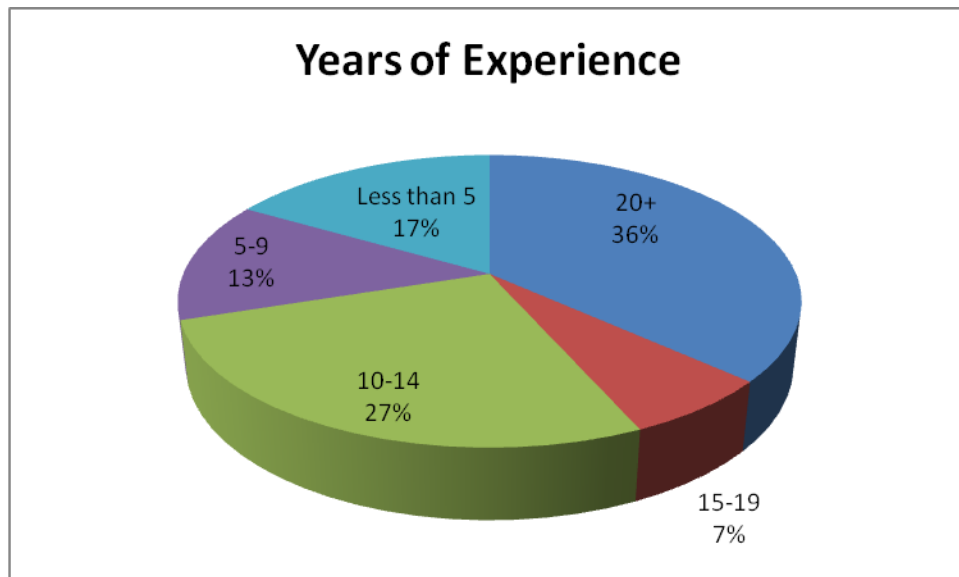


Figure 8. Frequency distribution of years of experience ($N=30$)

Job title responses varied: 64% ($n=18$) included the word “library,” “libraries” or “librarian.” Overall, there were 16 different job titles in use among the subjects. Job titles are grouped as either director roles, manager roles or *individual* roles as either a librarian or a research specialist. A few subjects worked in collaboration with a law firm and are indicated separately as non-law firm roles (Tables 3 to 5).

Table 3

Director Job Title Frequency Distribution

Current Job Title	Frequency
Director Roles	6
• Director	1
• Director of Information Resources	1
• Director of Information Resources Management	1
• Director of Law Libraries	1
• Director of Library Services	1
• Library Director	1
Total	6

Table 4

Manager Job Title Frequency Distribution

Current Job Title	Frequency
Manager Roles	8
• Library and Records Manager	1
• Law Library Manager	1
• Library Manager	1
• Library Services Manager	1
• Manager of Competitive Intelligence	1
• Manager of Reference Services	1
• Manager of Research Services	1
• Regional Manager	1
Total	8

Table 5

Individual, Research and Other Job Title Frequency Distribution

Current Job Title	Frequency
Individual Roles	8
• Librarian (includes Senior)	5
• Assistant Law Librarian	1
• Law Librarian	2
Research Roles	3
• Analyst	1
• Legal Researcher	1
• Research Specialist	1
Non-Law Firm Roles	3
• Librarian/business owner	1
• State Law Librarian, New Mexico Supreme Court	1
• Research & Scholarly Communications Librarian	1
Total	14

Thirty subjects reported their geographic location. Thirty percent ($n=9$) were located in the South (South Atlantic, East South Central, or West South Central), and 30% ($n=9$) were located in the West (Mountain or Pacific) of the United States. Twenty-three percent ($n=7$) were located in the Northeast (New England or Mid-Atlantic) and 17% ($n=5$) were located in the Midwest (East North Central / West North Central) of the United States, as Figure 9 indicates.

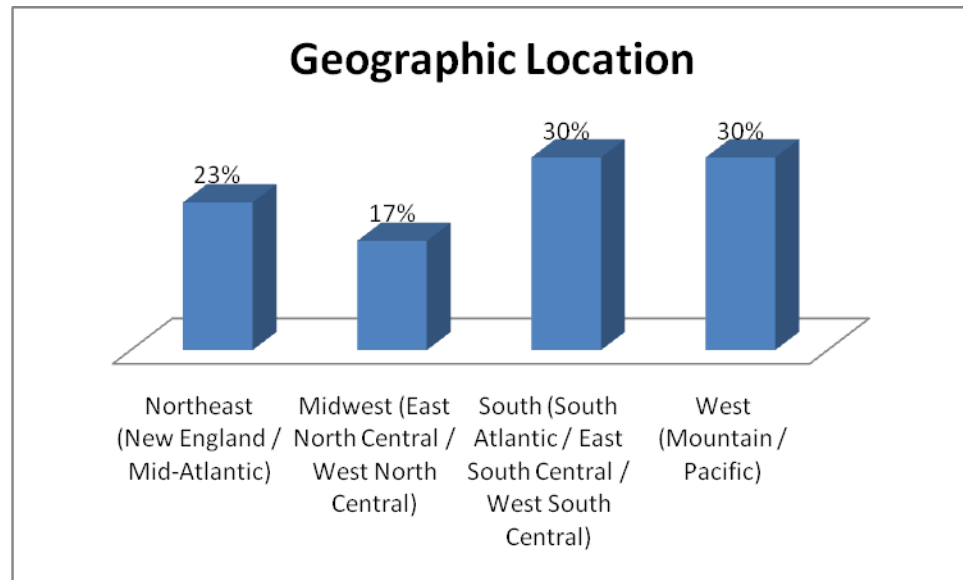


Figure 9. Frequency distribution of geographic location ($N=30$)

Of these 30, most ($n=25$; 83%) work in their law firm's headquarters, and only six (20%) work in a branch location. One subject reported working virtually. Ninety percent ($n=27$) were born in the United States of America, and the majority speak and/or write at least one language (17/57%). Seven percent ($n=2$) indicated they speak and/or write over four languages. Eleven respondents (36%) speak and/or write 2 or 3 languages (Figure 10). Approximately 43% ($n=13$) of the subjects reported having lived or worked overseas (Figure 11).

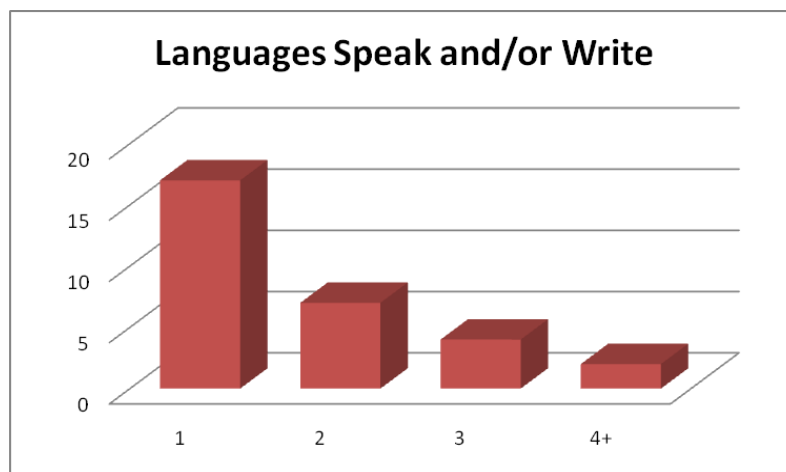


Figure 10. Frequency distribution of languages spoken and/or written ($N=30$)

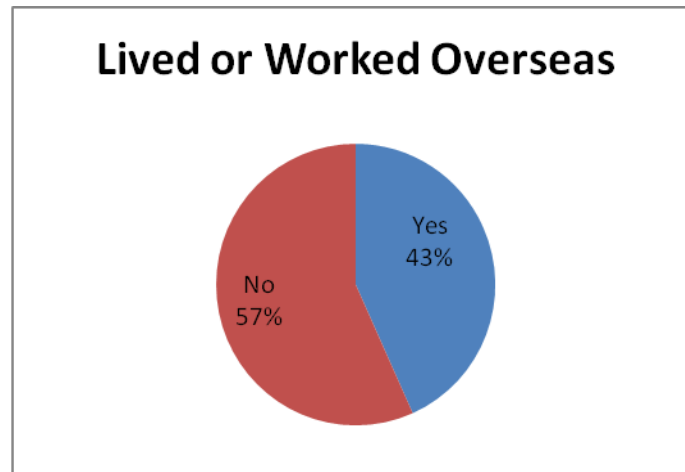


Figure 11. Frequency distribution of lived or worked overseas ($N=30$)

Qualitative Findings

Ten items allowed subjects to provide narrative responses. Between 24 and 70 participants provided responses. All responses were analyzed, resulting in eleven themes, and nine of these were specific to the study's purpose: "Individual Drive", "Individual Knowledge", "Individual Strategy", "Individual Action", "Understanding Different Cultures", "Experience with CQ Term", "Challenges", "Importance-Value", and "Environment-Climate". The first four themes were identified following the order of the CQ model from the Cultural Intelligence Center, with the remaining themes in no particular order. One theme, "Being Valued", was present in the data, but not specifically related to the research questions. However, it is discussed as it has some relevance for future research. A final theme included content labeled as "Other" because either respondents referenced n/a in the response or the response did not fit within other themes or subthemes.

Overall, there are 841 coded text passages provided from the 70 subjects linked to specific themes and subthemes. Of the 841, several text passages were coded to more than one subtheme or theme ("Change", "Communication", "Diversity", "Research Requests", and

“Understanding Different Cultures”) resulting in a frequency of 1171 total. Table 6 shows the major themes present along with the frequency of coded text passages. The subthemes came out of the coded text passes and were subthemes that developed within the main themes. Seven of the eleven themes included several subthemes as well and are displayed in Tables 7 to 13. Table 13 includes the frequency of the five recurrent subthemes. “Understanding Different Cultures”, “Challenges”, and “Environment-Climate” did not include any subthemes and, therefore, no table herein to represent them.

Table 6

Theme Frequency

Theme	Frequency of Coded Passages
Individual Drive	88
Individual Knowledge	149
Individual Strategy	48
Individual Action	115
Understanding different cultures	63
Experience with CQ term	184
Challenges	17
Importance & Value	265
Environment – Climate	69
Being Valued	131
Other	42
Total	1171

Overall Level of Cultural Intelligence

Research Question 1 asks, “What is the overall level of cultural intelligence of participating law firm librarians?” Seven overall themes from the qualitative results provide a response for this question. Four are specific to the four sub dimensions (factors) of CQ, as defined by the Cultural Intelligence Center, and identified as themes: “Drive”, “Knowledge”,

“Strategy”, and “Action”. Three other relevant themes emerged from the responses: “Understanding Different Cultures”, “Experience with CQ term”, and “Challenges”.

Individual Drive. Fifty-two subjects responded to the question of “*Do you utilize drive and motivation to work through challenges that come with cross-cultural situations you encounter?*” Drive was identified as the extent to which one is energized and persistent in one’s approach to multicultural situations. It includes self-confidence in own abilities as well as sense of the benefits to be gained from intercultural interactions. Table 7 shows the subthemes and frequencies for the theme, Individual Drive. Thirty text passages were coded to subjects reporting they do use CQ drive.

Some subjects described their work environment as not being cross-cultural; however, CQ drive may or may not have been used. There was some expressed intrinsic interest (including gaining personal enjoyment, having a sense of purpose, wanting to leave a good impression) with comments such as, “I am a very driven and motivated person and when I encounter something different, I want to do a better job in order to make sure I have left a good impression of myself and my library.” Another subject stated similar sentiments, “motivation to provide great service to my internal patrons would apply here,” and another, “motivation to do my professional best.”

Twelve passages of text were coded with “extrinsic interest” (which is gaining benefits from culturally diverse experiences). One subject stated, the “drive and motivation to retain employment” with other subjects indicating, “annual increases,” and “my achievements are recognized with praise and promotion” as indicators of extrinsic interest. Two passages focused on information needs expected to be met by the library. One respondent commented, “Law librarians are expected to have the drive and motivation necessary to tackle anything that comes

up....As a general rule, the firm's information needs are expected to be met by the library – whatever that requires.”

A second subtheme was “self-efficacy”, which is the self-confidence to be effective in cultural situations and was recognized numerous times throughout the responses. One study participant commented, “I also rely on my people skills I developed through many years of working in the restaurant business,” and another expressed, “I use a combination of social intelligence and ability to read social cues, being widely read with a fairly broad knowledge base, being smart, in addition to drive and motivation.” “Diversity”, which was also included within other themes, was present six times within passages. One subject indicated,

I try to be aware of cross cultural situation especially when dealing with our clients and younger associates. ...I am noticing more diversity among our “American” staff, attorneys, and clients as well. This is not limited to the obvious issues of race – we have more mixed race staff and people who are more open about their lifestyles.

Another subject commented on diversity on his/her teams, stating,

There is some diversity on our team terms of sexual orientation, religion and philosophy – but nothing that has ever caused any problems that I'm aware of. But I'll give the caveat that perhaps I'm just not aware of them, not that these situations haven't come up.

Another respondent indicated his/her familiarity with the term “diversity”, but not cultural intelligence.

Table 7

Theme: Individual Drive

Subtheme	Frequency
Diversity*	6
Extrinsic Interest	12
Information needs expected to be met by library	2
Intrinsic Interest	8
No I do not use CQ Drive	9
Self-efficacy	7

(continued)

Subtheme	Frequency
Work environment not cross-cultural	14
Yes I use CQ Drive	30

Note. (N=88)

Individual Knowledge. Forty-four subjects responded to the question of “*Do you have sufficient cultural understanding needed to be effective culturally within your law firm? Or would you like to have training in this area?*” This theme focuses on the degree to which one understands how culture influences how people think and behave and one’s level of familiarity with how cultures are similar and different. Table 8 shows the frequency of the subthemes within the theme, “Individual Knowledge”. Passages were also coded as having *sufficient understanding*, with several elaborations. One subject expressed that, “knowing the business workings of a law firm could be more beneficial, so I can understand better priorities,” even though she and/or he believes she and/or he has sufficient understanding.

Table 8

Theme: Individual Knowledge

Subtheme	Frequency
Context General	30
Context Specific	4
Training	28
Understanding different cultures*	63
Yes sufficient understanding	24

Note. (N=149)

Another subject suggested that,

I believe exposure to others in other social environments within the firm would aid in the cultural understanding. By this I mean more than when a patron comes to the library to request something specific or request guidance for a research project. Formal training is not needed but context may be.

As to training, 28 passages were coded to this subtheme, and comments ranged from, “Training may help. However, if you are not involved in the front line decision making, you will be reacting, not acting to changes,” to concerns,

I’d love training in this area but having worked at two firms now, I believe the culture is different from firm to firm and this would be a great challenge to teach in an educational setting. I’m not sure it can be taught.

Coded text passages throughout included elements of the macro understanding of cultural similarities and differences such as economic and legal systems, values, norms, rules of languages, and non-verbal behaviors (coded as subtheme, “Context General”). One subject explained, “I was more culturally effective than the vast majority of my coworkers by virtue of having studied foreign languages and cultures.” Another subject indicated that, “I have traveled enough and lived abroad briefly so feel that I am aware of, and hopefully sensitive to, different cultural perceptions, expectations that I’m flexible in approaching and dealing with all.” “Many of our users are of different faiths and I always try to be sensitive to their religious holidays,” illustrates another subject response.

Several additional examples came out of the response to the theme “Strategy” below, but are worth mentioning here as they also fall under “Context General” which, is part of CQ Knowledge. One subject explained that,

Knowing what foreign counsel is, and is not, saying; cultural norms may preclude counsel from offering negative opinion or sharing certain information unless asked point-blank. I did this with Indonesian counsel after it was clear my boss was not “getting” the unspoken message.

Another example illustrates use of “Knowledge”,

We had a Muslim employee. The employee wanted to pray at the proper times, and face Mecca. In the Library, we devoted a small training space to the employee (who was not a Library team member) so that he could pray in peace. We also figured out which way Mecca was, and placed a small insignia in the proper direction.

Another example shows a lack of “Knowledge”,

I had a black friend at a former firm, and I prided myself on my understanding of the history of African Americans and the Civil Rights movement. I went overboard in trying to represent this to her and this hurt our relationship for a time. I later apologized to her, and let her know I would work more on focusing on our similarities, rather than any perceived differences.

The subtheme of “Context Specific”, which relates to understanding how culture influences effectiveness in specific domains, such as in leadership or a law firm environment, was evident in some responses. One subject highlighted the institutional environment and that s/he,

Sometimes feel out of the loop when it comes to gossip, but that is fine with me. When I first got here, it was difficult without institutional history background to jump into helping with a very large client matter or in knowing who was involved in various parts of the matter, or how different partners liked to have things presented to them.

“Understanding Different Cultures” (coded to 63 text passages) is a theme on its own described further below; however, within “Knowledge”, this theme appeared three times. Subjects expressed, “I have traveled enough and lived abroad briefly so feel that I am aware of, and hopefully sensitive to, different cultural perceptions, expectations that I’m flexible in approaching and dealing with all,” and, “I have a basic understanding of the firm’s culture.”

Individual Strategy. Thirty-seven subjects responded to “*Share an example of what extent you are aware of what’s going on in a multicultural situation. Describe your ability to manage the situation effectively within your law firm and/or your feeling frustrated or lost in such a situation.*” Strategy is described as the extent to which one is aware of what is going on in a multicultural situation and the ability to use that awareness to manage those situations effectively. Table 9 shows the subthemes and frequency within the theme, “Individual Strategy.” A few passages directly stated not feeling frustrated or lost in these types of situations, with 10 passages coded as expressing some level of frustration. At least three of these related to

management. For example, one subject stated, “It is often frustrating to have to lobby to firm management to have extra expenses for new services approved when it is all part of the effort to make the new groups functional and profitable!”

Table 9

Theme: Individual Strategy

Subtheme	Frequency
Awareness	11
Checking	1
Example of CQ Strategy	12
Frustrating/Frustrated	10
Guidance	5
Not frustrated	2
Planning	7

Note. (N=48)

Other respondent commented with similar frustration with management, stating there is “significant frustration with decision making by management without asking for or using the expertise of librarian.” A third subject also expressed frustration with administration, saying,

I’m working now to plan the library space in new construction. The lack of understanding the admins have of the current library’s state resulted in assumptions on their part and now a time crunch to get the data needed for the designers to be able to plan effectively. It made me feel like when I talk about the library I am either not heard or my meaning is not effectively conveyed.

Further,

[E]ven more frustrating is dealing with vendors... that seek to preserve revenue streams from smaller firms, or larger ones that have fallen apart, by including language in subscription licensing agreements that essentially require the “new” firm to assume responsibility for paying the former firm’s contract value.

Another example relating to the online research databases shows “there is frustration when online legal research databases change constantly, but it would be worse if the vendors didn’t modernize, and we are spoiled by such wonderful resources.” One subject commented on the frustration with how staff is viewed, saying, “I feel demoralized when I see how staff from

different cultural, educational, gender backgrounds is dismissed as not having ideas of value because they do not always present their ideas in standard business jargon.”

Some passages were coded to “Guidance”. One subject expressed how,

I meet regularly with other managers to gain an understanding of issues and problems being experienced by my colleagues. I meet regularly with my attorneys to discuss their needs. I work closely with my first-year associates during their transition year and prepare training classes to develop specific skills needed to be successful.

Another expressed when confronted with a situation where there may be a cultural difference, “I always ask a colleague for guidance.” Additionally, one subject mentioned that, “I would also seek advice from our HR Director and colleagues at other firms (without revealing any confidential information).” In another example one subject discussed his/her experience when going to a single provider for their online research contracts and reducing the print collection. S/he stated,

I had to be sensitive to the attorneys who were reluctant to do away with a large number of our print subscriptions as well as not renewing one of our major online research services contracts. I had to work very closely with many individuals to get buy-in and to assure them that making the changes would be the best course of action.

This example also illustrates subtheme, “Planning”, as discussed below.

“Checking” was another subtheme within “Strategy”, focusing on checking assumptions and adjusting mental maps when actual experiences differ from expectations. One passage specifically hit on this and the subtheme of “Planning” when it comes to law firms and working with Partners, stating “law firms are different than other companies. Larger law firms are different than boutique firms. Different practices may have different personalities. Honestly, it’s wise to assess the culture before pissing off a partner – to put it bluntly.” “Planning” is described as strategizing before a culturally diverse encounter.

Seven passages were coded to this subtheme, with specific examples. One subject described involvement with practice groups:

We have a variety of practice groups in our firm, each of which meets regularly once a month. I am not always successful in getting into the meetings, so in the background I worked to have myself included on their e-mail groups. This allows me to be aware of discussions that would occur outside of the official meetings and allows me to approach individuals with suggestions of ways the library (Information Center) can assist.

Also, when it comes to contract negotiations, one respondent stated, “My firm has a definite process for both cancelling as well as negotiating and approving vendor contracts and over the years I feel good about the ways in which I have navigated this sometimes tricky landscape.” Another subject reported on how CQ affected his/her frame of reference; she and/or he stated, “My cultural intelligence has led me to decide not to continue with plans to dedicate a large space to print resources in new construction and rather concentrate on the library as a service.”

The subtheme of “Awareness”, described as knowing about one’s existing cultural knowledge, was coded to eleven text passages, and seven of these fell within the theme “Strategy”. One subject expressed, “Multicultuality is part of life in United States. I am an immigrant. There are thousands like me here. It is second nature to us to deal with the problem.” Another two respondents stated, “Many of our users are of different faiths and I always try to be sensitive to their religious holidays” and “I understand that there are certain cultural differences – such as acquiescing to authority.” An additional subject pointed out, “I have to find ways to be aware of what management might be planning on a variety of fronts.” Regarding new employees, one subject commented,

If a new employee with a different education background, different social background joins our team I would want them to feel as welcome as possible and comfortable in their new environment. Strong librarian skills begin with strong communication and critical

thinking skills. If one is nervous or uncomfortable in a work environment it will be hard to build either of these skill sets.

The last subtheme within “Strategy” was “Example of CQ Strategy”, with several coded text passages. It was important to code each passage because it shows real life examples of law firm librarians who reported utilizing or not utilizing this factor within CQ. An example of lack of CQ Strategy was illustrated in this subject’s comments,

Our firm has grown significantly during the past decade....As new practice groups have joined the firm, they have often required subscription services that are new to us. Firm management never asks the group that is joining, “What resources will you need and how much will they cost?” Those details are worked out after the new group signs on, and as a result, the expenses for those resources are usually unbudgeted, and often a shock to the “powers that be.”

Another example highlighted both cultural and generational issues within in a law firm where CQ Strategy was demonstrated: “One of our new associates is a woman from an Asian country and despite our efforts to show her how to find information for herself she continues to ask us to find relevant resources for her and then deliver them to her office.”

Individual Action. Many subjects responded to “*Share an experience in which you modified your actions and adapted to different cultural norms within your law firm.*” As seen in Table 10, five key subthemes came out of this theme: “Change”, “Communication”, “Modify Expectations”, “More Efficient Billing”, and “Understanding Different Cultures”. “Change” and “Communication” were also apparent in other themes, and “Understanding Different Cultures” stands as one theme. Two passages focused on expectations and provided examples. One subject stated,

My law firm is in a red state and is definitely more conservative. I have had to modify my expectations about what is okay in a work environment (for example, I’m not used to having to participate in Christmas activities), but since no actual religious aspects of the holiday were observed, I got into the spirit of things without making a fuss.

In yet another example, a subject discussed travel and continuing education, stating,

In the past, travel and continuing education were broadly encouraged. As the firm culture has changed, this “green light” default has yielded to more restrictive review processes. Perforce, I have limited and modified my requests to account for what I perceive to be different expectations.

Table 10

Theme: Individual Action

Subtheme	Frequency
Change*	25
Communication*	23
Modify expectations	2
More efficient billing	2
Understanding different cultures*	63

Note. (N=115)

Within “More Efficient Billing”, two passages were specifically coded to this as examples. One subject stated,

My last firm was very strict about billing for online research and if an attorney failed to put in a number it was my job to track them down and ask if they had a number. Here they are very laid back and I have learned to just let it slide if I repeatedly don’t have a number for someone.

Another subject comments on the changes in practices in law firms regarding billing, stating, “Much has been written about client expectations with regard to attorney billing practices, and the change driven by those discussions is also a new experience for many law firms.”

Communication included comments related to adapting one’s communication, whether verbal or nonverbal, modifying the manner and content of communication to fit multicultural contexts, adjusting attitudes to those that you work with due to geographical cultures, and adapting your own learning styles to different learning styles. Several subjects discussed how their understanding of another’s culture allowed them to effectively communicate – whether it is without offense, being politically correct, or with sensitivity. One subject observed, “Differences in culture had led to a more difficult time in explaining a process, task, or technique, and have

made expectations on both sides of a research question more difficult to clarify” and that CQ leads to effective communication.

Another subject commented, “As in any profession that is people-focused, it is imperative that the attorneys be able to communicate with their clients.”

Another subject elaborates,

Learning to communicate effectively with members of a law firm is essential for law librarians. We assist everyone from managing partners to legal administrative assistants. Understanding cultural differences allow us to tailor the assistance we give to individuals, instead of one standard that is applied to all.

Another subject discussed how important communication is with different levels of the firm, stating, “I keep different levels of communication open with other departments and frequently send them information that might be of interest, or relay awareness of challenges that they face.”

Another respondent says that, “open communication is key to managing multicultural issues when they arise.”

Several passages discussed how subjects adapted their communication within their law firms. One subject related this to norms, stating, “I learned to adapt communication to local norms – some cultures disfavor directly proceeding to the business at hand, instead starting with general inquiries into family, etc., whereas such an approach would be absolutely rude in other cultures.” In a specific example, a respondent discussed the culture of the state of Minnesota, saying, “The cultural nature of ‘Minnesota nice’ is something to adapt to. I need to realize people dislike confrontation and I may need to be more proactive to make sure I am providing them with sufficient/correct information.” Yet another subject discussed another geographic area, the West Coast. S/he stated, “I am located on the West Coast, which has a perceived ‘laid back’ attitude. I have had to prove that I can make quick decisions and am willing to work late like our east coast colleagues.”

Another subject does two things when the exchange of information may be more challenging due to culture: “Use a more formal but friendly approach. Document conversations with email.” One respondent discussed non-verbal communication, saying, “I dress up for my position especially in partner meetings.” Another subject adapted his/her language: “When doing English-Spanish interpreting for pro bono political refugee cases involving Ecuadorian and Mexican natives, adapted my Spanish to theirs as much as possible to facilitate communication.” Another subject utilized his/her resources to accommodate and adapt to individuals who spoke another language and explained, “I once had to deal with visiting legal scholars who spoke mostly French. I asked our Westlaw rep (visiting at the time) to find resources in French.”

The subtheme “Change” was coded within multiple themes. Additionally, several of these passages were also coded within “Environment-Climate”, as they deal with the environment of the organization or department, and subtheme “Importance-Value” because they are related to the value of CQ to law firms (both discussed below). Change is described as the business of law undergoing change, law firm changes, and change management occurring at different levels including change management. An example of a business transition mindset was expressed within one passage,

I’ve been transitioning from a solely customer service-oriented frame of mind coming from an academic setting to more of a business mind, as that is the focus of my direct supervisor, the COO. I’m making library department decisions based on the desires of the COO rather than the preferences of the users because that is what has been stressed as necessary to be successful as a business.

Another respondent encompassed several aspects where adapting to unexpected change is important:

IT departments might be working on planned technology overhauls that a librarian needs to be aware of so as not to be taken by surprised when certain products suddenly don’t work. Partners may move on to other firms, leaving a void; new practice groups may arise that will need resources not already planned in an annual budget. Vendors change

product lines. These are just a few of the possibilities that can occur – and one has to be ready to meet whatever challenge is raised by this constant state of flux.

Another subject discussed his/her “library change” with hopes of other changes in mind – “We’ll likely transition into a ‘Resource Center’ rather than a ‘Library’ once we move. I’m hoping that will help change the focus from the library as a place and a collection of books to a valued service within the firm.” One respondent did not seem too optimistic regarding change, as she and/or he stated, “understanding different cultures and identities are immensely important...though, law firms are slower to shift than most.”

Another subject stated that, “Being able to adapt to changing or unfamiliar environments will help a person succeed even despite changes in the workplace.” One passage particularly illustrates the changes within the law firm library environment:

Change is inevitable and it is of paramount importance that one has the capability to function effectively in a new and unfamiliar (or changing) environment. This last year has proven how important it is in our firm. We have had a staffing reduction (i.e. I am now a solo librarian), budget reduction of 20% (which will continue), library collection reduction – weeding of print reporters, and a shifting of collections to empty shelving space to make room for additional offices. The plan is to continue the budget reduction where possible this year. These changes have required me to function in a new and changing environment.

Another passage discussed the change over time for the profession:

I believe there is value in being able to adapt to new and changing environments professionally, especially in a field that has undergone dramatic changes in the past 20 to 25 years due to the evolution of the electronic age and the internet.

Another subject summed up, “The profession is changing, the needs and demands of clients are changing, and we need to keep up and get ahead of these developments.”

According to the responses, technology has also been a factor changing the practice. “Technology has significantly changed law firm practice. If a person does not have CQ as defined above, they will not survive in a medium to large law firm,” commented one subject.

Another passage summed up the current state: “The only constant is change and leadership and strategy in professional services is dependent on our knowledge services professionals being extremely facile with changing technological, cultural, and information environments.” Further, another passage highlighted this change element: “the profession is changing, the needs and demands of clients are changing, and we need to keep up and get ahead of these developments.”

Understanding Different Cultures. “Understanding Different Cultures” was noted as a main theme, but also identified as a subtheme within “Action”, with ten passages of the 63 identified within “Action”. One illustration that shows the library as inclusive was related to holidays:

This particular experience has nothing to do with being the firm librarian, but it is in regards to a task I undertake as extra....I created images for Hanukkah and Christmas since we have staff/attorneys who celebrate both holidays. When I first came to my law firm, celebrating Hanukkah or Kwanza did not enter into my norm, but because of this project and discovering we had some who celebrated Hanukkah as well as Christmas. So I try to make sure to be inclusive in all things in the library.

In another example, “Two of our newest employees in the library are vegetarian and vegan. We’re adjusting to what foods we bring in for snacks and make sure that they know that we don’t consider this an inconvenience.” In another example, on subject stated, “I think I tend to have different political views than many in my firm, but it doesn’t come up in conversation, nor is it integral to the work I do. I also don’t advertise my opinions.”

One passage considers different cultures, stating, “I think you need to be a sophisticated person who broadly understands differences in culture. I don’t think you need to be an expert. Good manners and patience can get you through most things.” Further, “As a member of the dominant culture, it’s important to recognize others’ cultures and embrace them as equally valid.” Another subject expressed, “Cultural intelligence is useful in dealing with foreign offices, visiting attorneys, interns, and people of a minority background.” Another respondent

believed “understanding how others might think or react differently based on their culture can help us to better achieve our mutual goals.” As a subject pointed out, “Each firm has a different culture which includes set of values, work ethics, how people treat each other and attitude. A person needs to be able to adapt to whatever culture they are in – and perhaps improve it.”

Understanding different cultures is also important and of value as “firms are dealing with a much more diverse group of employees and clients, who have a wide variety of expectations, experience, and points of view.”

Experience with CQ term. Numerous subjects responded to “*What has been your experience with the term or phrase cultural intelligence?*” This item received the most responses and was the first item on the survey. There are 10 subthemes identified within this theme, and three of them (“Change”, “Diversity”, and “Understanding Different Cultures”) coded within multiple themes (Table 11). Many passages were coded with “Never heard of it – No experience” at all the term. One subject commented, “Not familiar with this term, but familiar with the term ‘diversity’ for a while now.” Another commented, “Never heard the term before. Sounds like Orwell’s *1984* newspeak. To me a more appropriate phrase would be ‘adapting to change.’” An additional respondent pointed out, “I am not familiar with this term, and have not seen it come up in the literature of law librarianship or legal office administration.”

Table 11

Theme: Experience with Cultural Intelligence

Subtheme	Frequency
Aware of term	6
Change*	25
Diversity*	6
Heard in different context	8
Institutional knowledge	6

(continued)

Subtheme	Frequency
Little experience	17
Never heard of it – no experience	45
Onboarding	6
Teacher perspective	2
Understanding different cultures*	63

Note. (N=184)

Some passage texts were coded with “Little experience”, as the text indicated little experience with the term. One subject indicated first hearing of it at AALL several years ago, and another indicated she and/or he has read several articles on the term. Another subject indicated, “I can point to experiences I’ve had that could be tagged with this phrase, but it has not been used in conversation I’ve been part of (whether professional or personal), nor do I recall seeing it in my reading.” Another subject stated,

Although I have not heard the phrase, I understand the principles behind it. Sort of a combination of an individual’s abilities to learn and an organizations manner of onboarding new people so that they understand the way things are done at the organization and can quickly become a functioning member of the staff.

Eight passages were coded to “Heard in Different Context”, as described as hearing this term in another context. For example, one subject stated, “I have heard it used and understand it as related to social adaptability.” While another subject indicated, “Mostly as a management buzz word of the day.” Further, one passage discusses, “Sometimes seems like ‘corporate speak’ but that may be because I associate it with ‘emotional intelligence’ – well-overplayed phrase.” A final passage denoted difficulty in understanding the term and the context it relates to: “I am still having difficulty with the term ‘cultural understanding’. When I think ‘culture’ I think of persons from different countries and ethnic or social classes. Your questions indicate more of an organizational understanding approach.”

A small number of passages was coded as “Aware of Term”. One subject discussed it within the law firm environment as

Law firms tend to cultural lethargy and have not yet widely adopted the measure of cultural intelligence for law firm professionals. That said, knowledge and strategic management professionals in law firms are aware of this term and manage to outcome of “cultural intelligence,” whether they call it by that name or not.

Additionally, another subject identified where CQ is seen, saying, “...I believe cultural intelligence comes into play with every new project – and it is a critical component to being able to understand the client’s needs as well as their perspective.”

Two subjects stated they encountered the term within their academic career, and both, specifically, in their library school curriculum. One subject explained that, “this term was used to help us identify the ineffable qualities of working in an organization.... The caveat I would insert is that having ‘cultural intelligence’ depends greatly on the solidity of hierarchy within the organization.” Further, within the library school curriculum, this was “discussed as the importance of being able to function effectively in unfamiliar environments and the importance of being able to assess and serve the needs of users, regardless of whether those users are from similar backgrounds.”

A few passages indicated experience with the term in “Teaching”. One subject mentioned that, “I understood this term to mean the understanding of norms and idioms relative to the dominant culture. Not knowing what certain terms meant could prove to be a handicap to children trying to assimilate and to understand curriculum materials.” Another subject indicated that, “cultural intelligence is most important in my capacity as a legal research instructor, where it is useful to understand and respect the different experiential backgrounds of those receiving instruction.” Several passages were coded to “Institutional Knowledge”, described as a collective set of facts, experiences and know-how held by a group of people. One respondent

stated, “I don’t think I have any experience with that specific term, though I am familiar with ‘institutional knowledge’ – think they could be similar” and another described it as, “Institutional familiarity that transcends the norm.” Another passage described it and its impact further: “By being attuned to a firm’s institutional culture, employees and associates will be better able to work effectively within that culture. It may be thought of as an efficiency heuristic for interpersonal relations.”

“Onboarding” was also identified as a subtheme six times throughout the open ended items when it came to experience with CQ. A subject stated, “First-year associates are confronted with this issue upon arrival at the firm, as are summer associates who come onboard for a three-month period every summer.” Another defined it as, “sort of a combination of an individual’s abilities to learn and an organizations manner of onboarding new people so that they understand the way things are done at the organization and can quickly become a functioning member of the staff.” Other passages related to how it can add value in the onboarding process. “It can help a law firm recognize and understand the need to address new employees’ issues with adapting to the culture of a new and unfamiliar organization.” Further, another respondent stated, “It will allow new employees to quickly learn how to become effective.”

Twenty-four subjects responded to “*Share an experience of when your cultural intelligence has been used and/or could be used in your role.*” This open-ended item consisted of passages coded to various themes, including “Environment-Climate” and “Importance-Value” (discussed more below). One subject commented, “We have numerous Summer Clerks come to the law firm. I would like to be more sensitive about their backgrounds to help them adapt to a stressful environment.” Another highlighted, “cultural intelligence is useful in dealing with

foreign offices, visiting attorneys, interns, and people of a minority background.” Another subject illustrated both “Change” and “Environment-Climate”, stating,

We have had 3 marketing directors in a 5 year period. Because of my efforts to keep up with business development and competitive intelligence trends and training I am seen as a resource to help fill in gaps when new managers arrive and are learning the law firm experience.

Challenges. Several passages were coded to this theme, and there were no subthemes.

“Challenges” are described as the following items: cultural group which provides challenges for the firm, challenges when individuals discuss topics in the area, and other difficulties with employment and working in the library. One subject indicated that “Drive” is the most difficult part of his/her job. Other challenges have been more generational challenges from new interns and associates to orient. As a respondent indicated, “The largest problem we have now is meshing the generational approaches to the work which needs to be done.”

Related to both “Challenges” and “Change”, one subject provided the following example:

We have near-retirement counsel who dislikes change and innovation. Those senior attorneys still influence firm management and can throw some weight to enact their strategies, but they are removed enough from new procedures, new technologies, and the expectations of our more junior attorneys and clients that their strategies may not fit well with a changing environment. This is a dance of compromise, to communicate to these attorneys how and why some things will change and also to integrate their good judgment and insight as appropriate so that we don’t lose the benefit of their guidance and support to firm initiatives.

Another generational situation that is a challenge was pointed out within this response:

There are a few people on the assistant level who are not as computer literate as is probably needed. Training is offered over and over again to these individuals, but unfortunately they just don’t get it, which can be a burden on those who work around them who may need to review or redo work to make sure it is up to par.

One subject indicated that “generational intelligence far more important” than CQ within their law firm.

Racial issues also came up as a challenge. A subject described his/her challenge” Sometimes racial issues are a challenge for me because I am from an area that is very

white and this is the south. So, occasionally, people will refer to things that I don't immediately understand. For instance, once at lunch my coworkers were talking about the sixth street church bombing and I didn't know what they were talking about. I find it is usually best to smile and nod and then google afterward.

Another related to gender differences and rare racial differences. As one subject stated, "Our multicultural situations are limited to gender differences and rarely – very rarely – racial differences. A greater measure of diversity is which of the two state law schools were attended by my attorneys."

In yet another example, one subject explained his/her experience with LGBTQ, stating, If I were working on a research project that involved people that identify themselves as part of the LGBTQ community, I believe that my knowledge about gender identity and experience with people in that community would be helpful. For example, I know that transgender is an adjective, not a noun, and I know that you should not refer to a person as "transgendered." I think I could use my knowledge to help ease relationships.

Another subject stated, "I worked hard to understand the culture of the firm and the people I worked with. I have given up at my current job and am just looking for other employment."

Importance and Value of Cultural Intelligence to Law Firms

Research Question 3 asks, "What viewpoints do the law firm librarians have about the value and importance of cultural intelligence within their law firms?" Each of the following items included responses which identified under the theme "Importance & Value" and "Environment-Climate". These items included responses to

- *Do you believe there is value of cultural intelligence to law firms? If so, what is that value?*
- *How important is cultural intelligence in your current role?*
- *Share an experience when your cultural intelligence has been used and/or could be used in your current role; and*
- *Do you believe your cultural intelligence impacts your firm? If so, how?*

Several subthemes appeared in the text passages: "Management", "minimal importance", "no importance/not sure", "Technology", "Clients", "Human Interaction", and "Yes, there is

value of CQ to law firms”. Only four subthemes were coded and appeared within other themes: “Communication”, “Diversity”, “Research requests”, and “Understanding different cultures”.

Importance & Value. Table 12 shows the subthemes and frequencies for each within the theme of Importance & Value. Seventy-two text passages were coded to “Yes, there is value of CQ to law firms”. Within these passages, there were several coded to other themes and subthemes including “Clients”, “Human Interaction”, “Communication”, and “Environment-Climate”. One respondent commented, “Law firms should respond to their clients in a manner consistent with the client’s cultural background. Furthermore, CQ helps members of a law firm understand each other in a significant way, enabling greater communication, understanding, and collective interrelations.” Another discussed experiences with clients, both at the office and client locations, saying, all of these, “need to be effective and efficient and having an understanding of working in new situations makes firms nimble and able to work on anything anywhere without a great deal of new effort.” “Absolutely!” commented another subject, stating, “Understanding how others might think or react differently based on their culture can help us to better achieve our mutual goals.”

Table 12

Theme: Importance & Value

Subtheme	Frequency
Clients	25
Communication*	22
Diversity*	6
Human Interaction	21
Management	2
Minimal importance	7
No importance / Not sure	17
Research requests*	18

(continued)

Subtheme	Frequency
Technology	12
Understanding different cultures*	63
Yes value of CQ to law firms	72

Note. (N=265)

Several other subjects agreed when it comes to employees, saying, “I expect there is value in that it can help a law firm recognize and understand the need to address new employees’ issues with adapting to the culture of a new and unfamiliar organization.” Another subject states, “It will allow new employees to quickly learn how to become effective. It can allow attorneys to understand how to communicate and work with clients. It can even help people in different departments work together.”

Another subtheme, “Clients”, was used to describe passages which discussed the value to clients and/or library staff, benefits to clients, or the importance to client needs and perspectives. Several of these passages were coded to “Environment-Climate”, as discussed below, and related to the library. Comments specific to “Clients” included, “There is always value in a business setting in being able to work well with all potential clients.” Another respondent agreed, saying, “It is extremely important as a librarian to understand the cultural heritage of the users.” Further, another passage stated, “the more diverse experiences and awareness we bring, the more benefit to our patrons.” CQ is viewed as a “critical component to being able to understand the client’s needs as well as their perspective” states another subject. One passage illustrates an example that relates to library value specifically, stating, “Knowledge of client matters and being able to react quickly to or even anticipate industrial trends and legislation (for example) and alert attorneys to these shifts can greatly enhance the library’s value.” Another respondent stated, “there is value of cultural intelligence to law firms as every request from a client is a bit different

and will require someone to be capable of meeting their needs, even when they are unfamiliar with the exact situation.”

Coded passages to “Clients” also included aspects related to the law firm clients. One subject stated, “I think there is definitely value, especially when needed to ... expand the firm’s client base.” Further, another respondent stated, “The profession is changing, the needs and demands of clients are changing, and we need to keep up and get ahead of these developments.” One respondent offered, for example, “As in any profession that is people-focused, it is imperative that the attorneys be able to communicate with their clients. It is also important for litigators who have to select juries and interview witnesses.”

Twenty-one passages were coded to subtheme “Human Interaction”, with twelve coded to “Technology”. One subject expressed, “Cultural intelligence is important for technology and very important for human interaction.” Additionally, another subject explained the value within his/her library staff, saying, “We thrive on bouncing ideas off each other – asking what you would do with this project. The value of approaching problems from different angles is invaluable to a research team.” From another subject, “people who think about issues from other people’s perspectives are going to be better team members.” “Human Interaction” described in this sense relates to teams and interactions with each other, similar to interpersonal relations. As technology becomes more advanced, this is one area in which respondents saw CQ’s potential to add value. “I think it could be used to educate our time keepers in advances in technology,” suggests one subject.

Technology significantly changed the law firm practice. If a person does not have CQ as defined above, she and/or he will not survive in a medium to large law firm. Clients expect the attorneys and firms that represent them to be current in technology. Technology in law firms

changes almost as quickly as it does in other spheres, requiring users to constantly learn new methods of carrying out their work. One passage focused on how technology has an impact on the work environment: “technology in law firms changes almost as quickly as it does in other spheres, requiring users to constantly learn new methods of carrying out their work.” Another subject admitted that she and/or he will procrastinate as long as possible when it comes to learning new technology. In addition, frustration, as discussed above, does exist among law librarians when online databases change constantly. Two passages were coded to “Management”, as subjects described being a manager and that CQ is very important. One subject explained, “I’m a manager so I need to both work my staff effectively and compassionately. But perhaps more importantly, I need to lead by example.”

Seventeen respondents were not sure if CQ was of any importance in law firms and seven stated it was minimally important. One subject explained, “There isn’t much need for my cultural intelligence—it doesn’t fit into the ‘making money’ part of our culture at large.” For one subject, “It’s not really as important where we are as it might be in other locations. So it’s something to be aware of, but the impact is not large.” One respondent stated, “Like many law firm librarians, I spend much of my time conducting research and filling requests for information,” therefore, “I would say that it is of somewhat limited importance.”

Environment-Climate. Sixty-nine passages were coded to “Environment-Climate”, in that each passage related to some level of new environment, adapting to a new environment, functioning effectively in an unfamiliar environment, improving firm reputation, and understanding your work environment. There were no subthemes present for this theme. CQ has an impact on a firm because it contributes to functionality, profitability and firm’s image to recruit. Word of mouth can have an impact on the firm’s reputation and that of the library.

From the library side, subjects expressed working within new “environments” and changes within the law library landscape affect them:

As law librarians, we are frequently presented with new and unfamiliar “environments” as regards unfamiliar subject areas, new and unfamiliar clientele, new and unfamiliar processes and procedures. Absolutely – you have to have it to function in a law firm.

One respondent elaborated,

Everything every employee does or says can impact the firm’s image and the ability of the firm to recruit and retain excellent employees. The law firm library world is also much smaller than the law firm world at large. News of a poor work environment spreads fast in the community.

Subjects expressed the value in helping staff at all levels adapt to new environments, saying “there is value in enabling new staff to get up to speed reasonably quickly in a new complex environment so that they can understand how the organization functions, unwritten rules, taboos, best practices, how to get ahead, etc.” Additionally, as the legal environment changed, several passages focused on the environment. One respondent said, “most lawyers are going to operate in new and unfamiliar environments regularly” and that “lawyers often need support in approaching new ideas and practice areas. They are notorious for resisting change and fearing the unfamiliar.”

One specific example discussed the viewpoint of a law librarian from a firm that has a global presence. This subject stated,

The firm at which I work has a global presence, and that means at any point an employee could be working with attorneys, staff, or clients in new environments. If a firm decides to open a law office halfway around the world, it would be beneficial for attorneys and staff to be able to function effectively in the new environment. This will improve the firm’s standing and reputation, and help the firm to keep up revenues.

Another respondent wrote,

Having the ability to function in an unfamiliar environment and/or with unfamiliar people would allow job functions to be done better and more efficiently (the more instructions

required the longer a task takes the more time is spent doing things that potentially cannot be billed).

Recurrent subthemes. Table 13 shows the five reoccurring subthemes present within the six themes. “Diversity” was present within “Individual Drive”, and “Experience with CQ”, and “Importance & Value”. “Understanding different cultures” was a separate theme, but also a subtheme within “Knowledge”, “Action”, “Experience with CQ”, and “Importance & Value”. “Change” and “Communication” were identified within two themes each. “Research Requests” were present in “Importance & Value” and “Being Valued”, which were two themes that came from data related to Research Question 3 and may lead to additional research.

Table 13

Subthemes Coded to Multiple Themes

Theme	Subtheme	Frequency
Individual Drive		
	Diversity*	6
Individual Knowledge		
	Understanding different cultures*	63
Individual Action		
	Change*	25
	Communication*	23
	Understanding different cultures*	63
Experience with CQ term		
	Change*	25
	Diversity*	6
	Understanding different cultures*	63
Importance & Value		
	Communication*	22
	Diversity*	6
	Research requests*	18
	Understanding different cultures*	63
Being Valued		
	Research requests*	18

Additional findings. A theme emerging from the data was grouped as Being Valued. Although not specifically related to the research questions of this study, this theme was present in the data and may have relevance for future research. Fifty-seven participants responded to *Do you feel you are valued by your firm? If so, please provide an example.* As Table 14 shows, six subthemes were identified within the data: “Examples of Being Valued”, “Great Performance Reviews/Raises/Bonuses”, “I am Valued by my Firm”, “No I am not Valued in my Firm”, “Sometimes-Not by all Members of Firm”, and “Research Requests”. Of these, three directly related to the subjects view of whether they feel they are valued or not by their firm.

Table 14

Theme: Being Valued

Subtheme	Frequency
Examples of Being Valued	41
Research requests*	18
Great performance reviews/raises/bonuses	13
I am valued in my firm	42
No I am not valued in my firm	8
Sometimes - Not by all members of firm	9

Note. (N=131)

Forty-two passages expressed the subjects were valued in their law firms. Of these passages, 41 were coded to examples of being valued. Several subjects explained the value they receive at all levels within the law firm with staff and partners saying hello and acknowledging them on their birthday. For example, one subject stated, “My diplomatic & professional interactions and communications via email and in person are respected and noted.” Further, multiple librarians noted the firms’ appreciation for librarians:

The firm communicates its appreciation of librarians value through appropriate salaries, support for professional development, inclusion in strategic planning and budgeting (as part of IS), specific recognition of individual librarians contributions to legal matters and acknowledgment of the contributions to publications.

Another subject, stated,

My insights are solicited by management and my recommendations incorporated into actions and decisions taken. My achievements are recognized with praise and promotion. My mistakes or errors are reviewed in context of my perceived capabilities. This communicates to me the value the firm perceives in my work and contributions.

A few passages related to being valued “Sometimes-Not by all Members of Firm”. One subject stated, “I am deeply valued by the attorneys I work with but am somewhat less valued by firm non-attorney management.” Another says,

I am valued by the administrative team who appreciate my ability to manage the library without much support from others. My boss often expresses his appreciation of my work, but the attorneys here are very standoffish, and I could not give you an example of any time I was made to feel appreciated by them other than a simple "Thank you" in an email following a research report.

Another respondent felt his/her value was not reflected in his/her pay, even though she and/or he was identified as the go-to person for several items within the firm. Eight passages were coded to “No value”. “Value in law firms is often defined in bottom line dollars and most law firm libraries are not seen as contributing to the bottom line,” one stated. Another individual said the same thing, stating, “I am ignored, condescended to, reprimanded for things outside my control and underpaid.” Another stated not feeling valued by their firm, but “there was a time when I felt differently.”

“Great Performance Reviews/Raises/Bonuses” was coded to thirteen responses. “I receive a lot of verbal affirmation, great performance evaluations and raises, and am included in conversations and decisions regarding my department, for example in moving and downsizing library space,” commented one respondent. Additional subjects wrote about salary and bonuses: “the firm communicates its appreciation of librarians’ value through appropriate salaries,” “good-sized bonuses,” “solid annual increases in salary,” and “our salary matches not only our

profession, but also is in step with other departments within the firm. (We all seem to be treated equally well.)”

Performance reviews and annual reviews were also commented on in terms of value. “We do annual reviews where she has clearly thoughtfully examined what I’ve accomplished, etc. My compensation and benefits are competitive.” Another stated, “My achievements are recognized with praise and promotion.” One passage, while related to positive performance reviews, noted,

I have had many positive remarks on my performance reviews for those I have provided reference services to. I believe there is room for my services to be valued more by those who aren't as aware of what we as librarians can do for them.

“Research Requests” described the value librarians bring to the firm. Key remarks from one subject were:

My research work has been commended as being key to winning cases and convincing clients to hire our firm as counsel. I have discovered crucial information that colleagues at the firms on the other side of the case were unable to find. My writing skills are such that the attorneys frequently comment that they never have to edit my research memos - they just send them on to the client directly.

Another stated, “I am often consulted on international matters, especially given my knowledge of other languages. Recently, had to research Haitian court structure before translating an official report for a Haitian refugee family in a pro bono case.” Further, “Attorneys will refer other attorneys to me for research and competitive intelligence purposes.”

Other. Passages were coded to this category when they either did not fit in with the other themes, were not applicable to the audience this survey applies to, or were topics that may be utilized for further research. As an example, when discussing the value within their firm, one subject commented, “Not in a law firm (anymore, thank God). When I was, no, but I was a junior- and mid-level associate, who by definition is not valued.” This may be of interest for

future research on attorneys and their value within law firms. Additionally, academic law librarians who responded to this survey even provided the current requirements for working in a law firm within the United States. One subject said she and/or he was valued in terms of his/her teaching; “I teach classes, and students seek me out.” Academic law librarians, though not the audience, may be another group worthy of further research in terms of value.

Additional passages indicated respondents were not sure or did not understand the question presented, and, therefore, did not respond. Two subjects inquired about what “cross-cultural situation” specifically meant before responding to the question while another passage questioned why this specific question was asked (*Do you utilize drive and motivation to work through challenges that come with cross-cultural situations you encounter?*). One subject said, “I’m not sure how to answer this. Does ‘cross-cultural’ in this context refer to institutional culture? No matter, I can say that I ‘utilize drive and motivation’ very little in my day-to-day work.” A common question Cultural Intelligence Certified facilitators do receive when discussing CQ is about what “cross-cultural situation” means because, generally, in the beginning, facilitators want the audience to begin thinking about the concept and what they believe terms to mean before learning the framework behind the concept. It would be interesting for future research to analyze and discuss cross-cultural situations.

Another theme that was present but not related to this study was political consideration related to office politics. While this does relate to the “environment-climate” theme, the focus was on the political focus within an office. One passage noted, “On a related note, there are a lot of political considerations to any potential course of action and navigating office politics would be a great area for training.” This topic may be of interest for future research related to the specific politics within a law firm environment and the impact it has on staff at all levels.

Level of Cultural Intelligence as Measured by the CQS

Research Question 2 asks, “What variations among participating law firm librarians, if any, exist among the four capabilities of cultural intelligence?” The CQS consists of twenty items with an overall score and four sub dimension (factors) sections (motivational, cognitive, metacognitive, and behavioral). The higher the sub dimension score or overall score, the higher level of CQ one has. Tables 15 to 22 show the descriptive statistics on each of the items within the four factors of CQ (motivational, cognitive, metacognitive, and behavioral) and the level of agreement for each of the statements within the four factors.

Motivational (Drive) CQ scores. Motivational CQ means how to use knowledge of another’s culture and acknowledge cultural differences. Between 19 and 25 subjects responded to the five items used to determine the motivational CQ score. Minimum values were within one to two points with all maximum values the same. The means were within the 23 to 24 range. The fourth item had the highest standard deviation while the first item had the lowest below 1.0.

Table 15

Motivational Cultural Intelligence Range, Means, and Standard Deviations

Statistic	MOT1	MOT2	MOT3	MOT4	MOT5
Min Value	21	20	19	19	21
Max Value	25	25	25	25	25
Mean	23.97	23.33	23.27	23	23.43
Standard Deviation	0.93	1.15	1.26	1.55	1.17

Note. MOT1 to MOT5 indicate the Cultural Intelligence Scale items on the web-based survey.

As the item analysis indicates, of the five items used to determine motivational CQ, “Agree” had the highest scores for three items. All questions received between 73% and 94% response of “Somewhat Agree,” “Agree,” or “Strongly Agree” with item one having the total highest agreement. This factor had higher levels of total agreement than cognitive. Two statements received response of “Strongly Disagree.” Item 3, “I am sure I can deal with the

stresses of adjusting to a culture that is new to me,” received the highest response rate where respondents were not sure if they agreed.

Table 16

Level of Agreement for Motivational CQ

Item	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree	Total Agreement
MOT1: I enjoy interacting with people from different cultures.	0%	0%	3%	3%	14%	53%	27%	94%
MOT2: I am confident that I can socialize with locals in a culture that is unfamiliar to me.	0%	3%	3%	14%	27%	43%	10%	80%
MOT5: I am confident that I can get accustomed to the shopping conditions in a different culture.	0%	0%	7%	13%	30%	30%	20%	80%
MOT3: I am sure I can deal with the stresses of adjusting to a culture that is new to me.	3%	0%	3%	17%	20%	50%	7%	77%
MOT4: I enjoy living in cultures that are unfamiliar to me.	3%	7%	7%	10%	30%	30%	13%	73%

Note. (N=19-25)

Cognitive (Knowledge) CQ scores. Cognitive CQ means how one relates and operates within a new culture. Twenty-nine to 30 subjects responded to the six items used to determine the cognitive CQ score. Minimum values were within one point, except for the third item, and all maximum values were the same. There was more variance among these items with standard deviations all above 1.27.

Table 17

Cognitive Cultural Intelligence Range, Means, and Standard Deviations

Statistic	COG1	COG2	COG3	COG4	COG5	COG6
Min Value	35	34	36	35	34	35
Max Value	40	40	40	40	40	40
Mean	37.23	37.27	38.1	37.43	37.86	37.03
Standard Deviation	1.55	1.62	1.27	1.38	1.43	1.43

Note. COG1 to COG6 indicate the Cultural Intelligence Scale items on the web-based survey.

Item analysis for this factor shows more disagreement. There were two instances of strong disagreement. Also, each of the six items had considerably more disagreement than was seen in the metacognitive factor. However, again, the predominant response was “Somewhat Agree” for all items. The item “I know the cultural values and religious beliefs of other cultures” had the largest percentage of respondents agreeing with the statement. One statement showed a higher percentage of respondents as not sure.

Table 18

Level of Agreement for Cognitive CQ

Item	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree	Total Agreement
COG3: I know the cultural values and religious beliefs of other cultures.	0%	0%	17%	6%	43%	17%	17%	77%
COG5: I know the arts and crafts of other cultures.	4%	0%	17%	10%	35%	24%	10%	69%
COG4: I know the marriage systems of other cultures.	0%	7%	27%	10%	36%	13%	7%	56%
COG1: I know the legal and economic systems of other cultures.	0%	20%	17%	10%	30%	20%	3%	53%

(continued)

Item	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree	Total Agreement
COG2: I know the rules (e.g., vocabulary, grammar) of other languages.	4%	10%	23%	17%	23%	13%	10%	46%
COG6: I know the rules for expressing non-verbal behaviors in other cultures.	0%	13%	33%	10%	27%	13%	4%	44%

Note. (N=30, with exception of COG5 (N=29))

Metacognitive (Strategy) CQ scores. Thirty-two subjects provided responses to the four items used to determine metacognitive CQ. Metacognition CQ means the extent to which one is aware of what is occurring in a cross-cultural situation and the ability to use the awareness to manage it successfully (Livermore 2010, 2011). There was only a small amount of variation in the minimum value ratings for each of the four items. The mean was also fairly consistent among each of the items. MC2 was the only item below 1.0 standard deviation.

Table 19

Metacognitive Cultural Intelligence Range, Means, and Standard Deviations

Statistic	MC1	MC2	MC3	MC4
Min Value	57	58	58	57
Max Value	62	62	62	62
Mean	60.28	60.5	60.22	60
Standard Deviation	1.28	0.95	1.01	1.14

Note. MC1 to MC4 indicate the Cultural Intelligence Scale items on the web-based survey.

Item analysis shows the subjects' level of agreement to each of the four specific items. "Somewhat agree" was the most frequent response for each item. When collapsing the agreement levels, item 2, "I adjust my cultural knowledge as I interact with people from a culture that is unfamiliar to me", had 91% of subjects responding with "Somewhat Agree" or higher. The item with the lowest overall percent agreement was "I check the accuracy of my cultural

knowledge as I interact with people from different cultures”. This item also had the highest percentage of respondents indicating they were not sure. No subjects selected “Strongly Disagree” for any of the items. Only 3% to 9% responded “Somewhat Disagree” or “Disagree” to all items within the metacognitive sub dimension.

Table 20

Level of Agreement for Metacognitive CQ

Item	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree	Total Agreement
MC2: I adjust my cultural knowledge as I interact with people from a culture that is unfamiliar to me.	0%	0%	3%	6%	44%	31%	16%	91%
MC1: I am conscious of the cultural knowledge I use when interacting with people with different cultural backgrounds.	0%	6%	3%	6%	41%	28%	16%	85%

(continued)

Item	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree	Total Agreement
MC3: I am conscious of the cultural knowledge I apply to cross-cultural interactions.	0%	0%	6%	13%	44%	28%	9%	81%
MC4: I check the accuracy of my cultural knowledge as I interact with people from different cultures.	0%	3%	6%	19%	38%	28%	6%	72%

Note. (N=32)

Behavioral (Action) CQ scores. Thirty subjects provided responses to the five items used to determine behavioral CQ. Behavioral CQ is the action factor -- how one adapts through utilizing verbal, nonverbal, and speech acts in approaching cultural situations. There was only a small amount of variation in the minimum value ratings for each of the four items. The maximum value was the same for all items. The fifth item had the highest deviation.

Table 21

Behavioral Cultural Intelligence Range, Means, and Standard Deviations

Statistic	BEH1	BEH2	BEH3	BEH4	BEH5
Min Value	21	21	21	20	19
Max Value	25	25	25	25	25
Mean	23.17	22.8	23.17	22.93	22.57
Standard Deviation	1.21	1.21	1.15	1.2	1.41

Note. BEH1 to BEH5 indicate the Cultural Intelligence Scale items on the web-based survey.

On the item analysis, two items were just above 50% for total agreement. The second item had the largest response for those respondents who were unsure if they agreed with the

statement. The fifth item had much more variation than the other items with responses in all levels of agreement. This item also had responses of “Strongly Disagree” while no other items did. This factor had lower total agreement as compared to metacognitive and motivational.

Table 22

Level of Agreement for Behavioral CQ

Item	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree	Total Agreement
BEH1: I change my verbal behavior (e.g., accent, tone) when a cross-cultural interaction requires it.	0%	0%	10%	20%	27%	30%	13%	70%
BEH3: I vary the rate of my speaking when a cross-cultural situation requires it.	0%	0%	7%	23%	30%	27%	13%	70%
BEH4: I change my non-verbal behavior when a cross-cultural situation requires it.	0%	3%	10%	17%	36%	27%	7%	70%
BEH5: I alter my facial expressions when a cross-cultural interaction requires it.	3%	7%	7%	27%	33%	17%	7%	57%
BEH2: I use pause and silence differently to suit different cross-cultural situations.	0%	0%	13%	34%	23%	20%	10%	53%

Note. (N=30)

Summary

An initial 170 individuals responded to the request, and 70 provided survey responses. Not all subjects responded to all items on the survey. This chapter examined the outcomes of the methods employed to study the CQ of law firm librarians in the United States. Both the qualitative and quantitative results were presented in order to explain the results of the study. Descriptive statistics and frequency distributions were used to analyze the CQS data, while coding and themes were utilized to analyze the qualitative open-ended data.

The key findings from Research Question 1 indicate there were seven overall themes from the qualitative results fit into response of this question: “Drive”, “Knowledge”, “Strategy”, “Action”, “Understanding Different Cultures”, “Experience with CQ term”, and “Challenges”. Of all themes, “Environment-Climate” was the highest, with 69 passages coded to this, and respondents showed the importance of CQ within their environment. Respondents related understanding of CQ to understanding of different cultures; however, there were several passages that indicated subjects had no experience with the term or had never heard of it. There was an overwhelming 72 passages that expressed their firm values CQ.

The key findings from Research Question 2 reveal variations about participating law firm librarians among the four capabilities. The CQS indicated areas where subjects responded in stronger agreement for differing items within each sub dimension. Additionally, metacognitive had higher responses than the other three factors.

The research supports that law firm librarians have a strong sense of the value and importance of CQ to their law firms, which is a key conclusion for Research Question 3. The data suggested law firm librarian participants viewed “Clients”, “Human Interaction”, “Communication”, and “Environment-Climate” as key elements when it comes to discussing

value. Additionally, the research results showed that the work that a librarian does (handling “Research Requests”) is valued, and the majority of respondents feel they are valued by the appreciation received and their salaries. Chapter 5 states the conclusions and examines interpretations of the key findings, implications for practice, and recommendations for further research.

Chapter 5: A Study of Cultural Intelligence

Research on CQ in law firm libraries does not exist, which is unsettling as law librarians work within a very diverse environment and serve clientele from all cultural backgrounds. Studies discussed cultural competency or diversity within the field of librarianship as a whole, but there is nothing specific to the specialty of law libraries. The purpose of this mixed-methods study was to explore the CQ of law firm librarians within the United States. A single-phase concurrent strategy including both qualitative and quantitative items was used in order to examine this phenomenon: to identify whether law firm librarians are culturally intelligent and how they view their CQ as affecting their firm. Three research questions guided this study:

1. What is the overall level of cultural intelligence of participating law firm librarians?
2. What variations among participating law firm librarians, if any, exist among the four capabilities of cultural intelligence?
3. What viewpoints do the law firm librarians have about the value and importance of cultural intelligence within their law firms?

It is critical to understand the significance of CQ to law firm librarians as they are in a distinctive position due to the various audiences they serve. For example, law firm librarians help all stakeholders, from attorneys to secretaries to partners to paralegals, and outside stakeholders including clients and vendors. The librarians have unique internal knowledge of the law firm, including the culture, practices and procedures. They can use their knowledge of the firm and resources available to help an attorney become more knowledgeable about his/her own clients. Law firm librarians often help in an effort to provide information from many resources in the most cost efficient manner. Librarians are the key to information and are uniquely

qualified to sort through, curate and manage content. Librarians also maintain collections, negotiate vendor contracts, manage the library and wear a multitude of other ‘hats’.

The support of internal stakeholders benefits the external clients the firm serves and has a direct impact on the success and profits of the firm. For example, a librarian may contribute to initiatives to gain new clients by investigating, gathering, organizing and presenting information that is shared with internal constituents internationally. Understanding the CQ of law firm librarians provides more than just an international or global perspective. Law firm librarians often may support more than one geographic office and must be able to adapt to new settings, especially with the many changes occurring within the information profession and legal segments. The law firm librarian engages with staff members at all levels to ensure they get the information that they need. A law firm librarian may interact with the human resources staff when hiring or firing information professionals, work with the information technology department to install and oversee the new online legal research platform, or may need to lead staff in professional development training. CQ is of significance to law firm librarians and libraries as they work with varying and diverse cultures.

Conceptual and Theoretical Foundation

This study was based on the underlying foundation of CQ, which is defined as “a person’s capability for successful adaptation to new cultural settings, that is, for unfamiliar settings attributable to cultural context” (Earley & Ang, 2003, p. 9). CQ, as defined by Earley and Ang, builds on Sternberg’s framework discussing multiple loci of intelligence (Sternberg & Grigorenko, 2006). They examined what significance, if any, culture has on intelligence. To date there has not been any empirical studies to examine the phenomena of CQ in law firm

libraries or law librarians. The present study fills a significant gap within the existing literature and sheds some light into this specific area.

The law library within a firm is often one of the first departments to be cut from the shown their value to the firm, or the firm is not aware of their value. The library is often seen as strict overhead because of the costs of print materials and online legal research platforms, and not as an integral part of the law firm business even though the law library provides critical support functions that affect the firm's profits. The cost of ignorance or arrogance with law firm associates and partners in not using the librarian has true implications on time and money (University of Michigan, 2011).

With law firm librarians' experience, both degreed and on-the-job, librarians are the experts in saving an attorney time and money when it comes to locating and obtaining information. It takes a trained librarian to help one navigate and obtain authoritative, legitimate information. The law firms C-levels, top executives (i.e., Chief Operating Officer, Chief Executive Officer, Chief Diversity Officer, etc.), and attorneys need to better understand the role of the librarian and leverage the skills that a firm librarian can provide. The role of the librarian can affect all within the firm, and that is one reason CQ is critical. Through understanding elements and expectations of the firm's culture, librarians help support the importance of CQ for succeeding in the global work environment.

Law firms may view data from this study as an important indicator for selecting law firm librarians. The data may lead to the development of training programs for law librarians which may include how to enhance a law librarian's leadership role within the firm. As Ang et al. (2007) point out, CQ is important for "selecting, training, and developing a culturally intelligent workforce" (p. 365). Law firm librarians also have not been viewed as equivalent to other

director and administrative levels within the law firm. CQ can help organizations successfully manage their own cultural diversity (Earley et al., 2006). Since firm librarians continually have to adapt to differing situations, depending on whom they are serving within the law firm, it makes sense to ensure they utilize their CQ and evaluate the impact it has on firm attorneys and others they support.

Methods and Findings

A mixed-methods design with a concurrent strategy was used to examine CQ within law firm librarians in the United States. In a single phase, both qualitative and quantitative data was collected via a web-based survey. The CQS was not used to measure an individual's CQ level, rather it was used to measure the level of agreement of each item within each of the four factors. The CQS includes four-factors (motivational, cognitive, metacognitive, and behavioral) and was developed to test each of these factors and overall level of CQ (Van Dyne et al., 2008).

A sample of 70 individuals participated in the survey. The sample was based on a self-selection process and subjects were required to be law firm librarians within the United States working in a law firm library. Two primary professional associations (PLL-SIS and SLA Legal Division) were used as the sampling frame. The data were collected using the web-based survey between February and March 2015.

The majority of respondents were female, and three-quarters had a master's degree and more than 20 years of experience. Job titles varied among responses, indicating the diversity of job titles within the profession among law firm librarians. Responses were received from across the United States, and the majority of respondents worked at their firms' headquarters. The vast majority of respondents (90%) were born in the United States and most spoke and/or wrote a minimum of one language. In addition, 57% had neither lived nor worked overseas.

The data analysis generated eleven themes, with the first four relating specifically to the four factors of CQ. The eleven themes were (a) Individual Drive, (b) Individual Knowledge, (c) Individual Strategy, (d) Individual Action, (e) Understanding Different Cultures, (f) Experience with CQ Term, (g) Challenges, (h) Importance & Value, (i) Environment-Climate, (j) Being Valued, and (k) Other. The findings clarify the overall level of CQ of participating law librarians; variations that may exist, and law firm librarians' perspectives on its importance.

Overall level of CQ. The overall level of CQ of participating law firm librarians was varied. Four of the seven themes (Drive, Knowledge, Strategy, and Action) tie directly to the four factors of CQ (motivation, cognitive, metacognitive, and behavioral). The findings indicate that each of these four is utilized within law firms and drive had the highest frequency. Drive is defined as the extent which one is energized and persistent in approaching multicultural situations. Both intrinsic and extrinsic interest was expressed as being used within firms. Law firm librarians also reported utilizing self-efficacy in order to be effective in cultural situations. Numerous subjects reported utilizing aspects of cultural knowledge within their firms; however, several indicated they do desire additional training on this subject, but it would be a great challenge to teach in an educational setting or present to their firm. The vast majority of respondents provided examples in which they utilized cultural similarities and differences to understand specific contexts and situations.

Participants expressed the use of strategy, defined as the extent to which one is aware of the multicultural situation and the ability to use that awareness to manage the situation, and offered examples of how they utilize strategy within a CQ knowledge context. Few indicated frustration in managing cultural situations effectively; however, there were concerns with management and vendor relationships. A few participants expressed they strategize before a

cultural encounter, described as planning, when dealing with culturally diverse groups, particularly practice areas, and when involved with library changes in resources or space. Subjects also reported being aware of their own cultural knowledge, which has an impact on how they interact and react to cultural situations.

Findings do indicate that changes within the law firm environment and law firm library affected the law firm librarian. Law firm librarians continually modify expectations to understand different cultures. Changes with vendor resources, the information profession transitioning from library to resource center, and technology all were expressed by subjects as situations in which adapting to change was critical. Communication was also a key theme that came out of the results in that law firm librarians commented on utilizing both verbal and nonverbal communication styles, modifying them, and changing their attitudes as needed depending on the cultural situation and the audience they served.

The findings indicate variations amongst the level of experience with CQ. A significant number had never heard of the term within the context presented, while other subjects had heard of the term in academia, teaching, or onboarding, but within a different context. A majority of respondents shared examples of utilizing CQ within their roles, whether they knew it or not, as defined within this study. Subjects also expressed facing challenges when it came to differing generations, races, and genders within the law firm. This aspect caused law firm librarians' frustration.

Variations among four factors of CQ. The findings indicate that variations do exist among the item analysis for each of the four factors (motivation, cognitive, metacognitive, and behavioral). The values, mean and standard deviations varied within each of the factor items on the CQS items. The respondents did not respond the same for each CQ item. The minimum

values consisted of small amounts of variation. Regarding the standard deviation, the larger the standard deviation, the further away the value was from the mean. Within the item analysis, the subject's level of agreement to each item also varied. Most respondents agreed at some level more than they disagreed when it came to each item statement per factor. This shows that, while respondents have some level of agreement, there is still variation as to their level of agreement within each CQ factor.

Qualitative findings revealed that the majority of law firm librarian participants use their drive more than they use the other factors. Drive is equivalent to motivational, knowledge equivalent to cognitive, strategy equivalent to metacognitive, and action equivalent to behavioral on the CQS. Both intrinsic and extrinsic interest and self-efficacy were used; however, this varied as some subjects described their work environments as not cultural and, therefore, they may or may not use drive. Some librarians had sufficient understanding of cultures within their firms while others desired training. Some subjects expressed a level of frustration when dealing with firm administration and vendors; however, examples were provided that illustrated the use of strategy when dealing with cultural situations. The results, as described in this finding, are consistent with Earley and Ang's (2003) definition of CQ in that a person has to adjust his or her behaviors to adapt to differing cultural situations. Subjects associated action with change, communication and understanding different cultures. The respondents also felt that the changing legal and information environment and technology played a key role in their application of strategy.

Views on value and importance of CQ. The findings show the majority of law firm librarian participants believe there is value and importance in CQ within their firm and current role. Law firm librarians recognized the value to clients and library staff, including the benefits

to their clients and the importance of client perspectives. According to Brown, a partner at a law firm, “cultural competency adds value to our clients and ultimately to the firm because you need to be able to relate to the client” (as cited in Frink-Hamlett, 2011, S6).

The findings indicate that subjects view CQ as an important factor when it comes to technology and human interaction. A few respondents were not sure if their firms placed importance or even minimal importance on it, as the law firm library is not viewed as the money maker for the firm, but, rather, as overhead. Another key finding was that environment plays a critical role in the subject’s determination of the importance and value of CQ. Subjects expressed that changes in the environment influence them, and this impacts their value. Subjects have to adapt to new environments in order to understand best practices and how the firm functions. Several participants reported feeling valued at varying levels within their firm and that, sometimes, they are not valued equally by all firm members. Raises, good performance reviews, verbal affirmation, and bonuses all were expressed as important ways in which law firm librarian participants felt valued. Particularly, with research requests, subjects felt they bring value to the firm because of their expertise in information research, analysis, and dissemination.

Conclusions and Implications

Based on a triangulation of quantitative and qualitative findings for this study on CQ in law firm libraries, four conclusions were drawn. First, law firm librarians have a strong sense of the value and importance of CQ to their law firms. Second, law firm librarians have varying levels of CQ within each of the four CQ factors. The third conclusion focuses on the librarian’s sense of being valued and appreciated within their law firm. Last, law firm librarians have to cope with numerous cultural challenges and be proactive in adapting to unfamiliar environments.

Conclusion 1. Librarians have a strong sense of the value and importance of CQ to their law firms. The data reveals that the majority of respondents believe there is value in CQ to a law firm's practices. Subjects felt that CQ could help law firm members when working with clients of different backgrounds and that understanding others could help librarians achieve their goals. Plum et al. (2008) state the purpose of using CQ is to act appropriately in cultural encounters with the goal to bridge the gap between cultures.

When it comes to staff, subjects also expressed how law firms could use CQ in introducing new staff from different cultures to the organization. Individuals have CQ, and their views must be experienced not predicted (Plum et al., 2008). All employees would be able to adapt better if staff know how to communicate with individuals from within different departments. This ties into several guiding principles as recommended by Lindsey et al. (1999, 2003). Their guiding principles suggest that culture is always present and that we need to be aware of the diversity and differences within cultures. Furthermore, culturally competent individuals have five essential elements of cultural competence:

1. Individuals need to evaluate their own culture and how it may influence others.
2. Culturally capable individuals appreciate diverse individuals.
3. Alternative dispute resolution skills are learned in order to work with differing issues.
4. Learning is an important aspect and culturally intelligent individuals want to enhance their cultural skills and adapt as needed.
5. Individuals incorporate cultural understating into their daily lives to have improved cultural interactions.

Law firm librarians expressed the value in working with prospective clients and the benefits that can be drawn from utilizing CQ with these clients as law firm staff understand their

needs. Patrons can also benefit, as law firm librarians are aware of differences and can better communicate with them. Kienzle and Husar (2007) express the value of cultural awareness in that an organization can avoid offending individuals, improve communication, and improve the quality of relationships. “Cultural intelligence is the answer to becoming culturally aware” (p. 85). Griffer and Perlis (2007) believe that developing understanding of CQ starts within one’s self and awareness of others. Industry knowledge and knowledge of client matters can help enhance the view of the library. Both human interaction and technology were also findings that support this conclusion. As law firm librarians share ideas with each other, the value is seen in problem solving and team projects through the use of communication. Technology affected the information profession and the business of law. Thus, law firm librarians see value in users’ continually learning new ways to complete their tasks in their firms even as technology advances.

Implications. The findings contribute to the literature on CQ by providing evidence from these librarians of their sense of the value and importance of CQ concepts, areas law firm librarians strongly saw as important, and those where there are challenges. Ang et al., (2004) examined the construct within international executives and foreign professionals when it came to their performance and adjustment. Templer et al. (2006) found that CQ, specifically motivational, predicts adjustment of foreigners. While there have been many studies of expatriates and overseas assignments (Brislin, 1981; Caligiuri, 2000; Ones & Viswesvaran, 1997; Shaffer & Miller, 2008), none of them focus on law firm librarians. This provides a starting empirical framework for law firms’ further use of the law firm librarian. This contributes to the field, as it has deepened the understanding of CQ to law librarians in law firms. Law firm administrators and human resources departments can incorporate CQ training into

onboarding and continuing education. The factors are malleable, and an individual may increase his/her level through experience and practice (Ang et al., 2007; Brislin et al. (2006). Also, law firm librarians and law library associations can offer ongoing professional development around CQ. Law firm human resource departments and diversity committees can work with the law firm library to provide these trainings and integrate the importance within the firm. Additionally, law firms can take this information to help them hire and support their law library staff.

The literature reviewed for this dissertation focused on the construct of CQ and law firm libraries. There are several studies which focus on culture and diversity that include cross-cultural leadership and training (Black & Mendenall, 1990; Erez & Earley, 1993; Hofstede, 1991; Triandis, 1994). The term “cultural intelligence” was officially defined in 2003 by Earley and Ang and expands on the research of Sternberg’s theory of intelligences (Sternberg & Grigorenko, 2006). CQ has been studied in other fields, specifically in areas looking at foreigners, expatriates, psychology, and leadership. Within the legal sector, however, there has been limited application of CQ. Stevens (2009), Peckman (2011), and Caputo and Rasmus (2011) have each examined the construct as it may relate to the justice system, international transactions or attorneys. Both Ward and Miller (2010) and Frink-Hamlett (2011) report on the role CQ plays within law schools but not law school libraries. There is no discussion of law firm libraries and CQ within the current literature.

CQ involves a person’s ability to obtain, interpret and act based on different cues when working in a cultural situation (Earley & Mosakowski, 2004). It involves cultural strategic thinking and explains unpredictability in managing diversity (Ang & Inkpen, 2008; Earley et al, 2006). The Cultural Intelligence Center (2014), as well as CQ certified facilitators, can offer the CQS to measure each of the four factors. Including an assessment such as the CQS online can

better inform law firms and law libraries as to current levels of cultural competence and help align goals to both strategic and future plans.

Conclusion 2. Librarians have varying levels of CQ within each of the four CQ factors (motivational, cognitive, metacognitive, and behavioral). Variations were seen within the CQS responses for each item within each factor and within four qualitative items, each specific to a factor of CQ. Earley and Ang (2003) express that an individual who displays CQ has all factors working together.

Motivational consisted of the most disbursement among the standard deviation. “Agree” had the highest scores for three items. This is like-minded with what Earley and Ang (2003) state, as an individual must feel motivated to engage with others in a new cultural setting. This also is the first factor when considering the CQ model. The second factor, cognitive, was measured through six items for which values ranged from 34 to 40 with all maximum values at 40 and means from 37.03 to 38.1. “Somewhat Agree” was still the largest response for all items. The knowledge (cognitive) qualitative findings supporting this conclusion showing that subjects do believe they understand different cultures; however, a significant number of passages mentioned a desire for training (whether more or currently have none at the firm). Macro understanding of cultural similarities and differences such as economic and legal systems, values, norms, rules of languages, and non-verbal behaviors was seen in the qualitative findings.

The findings show there were variations on subjects’ responses to strategy (metacognition). Findings within metacognitive CQ indicate the subject’s total agreement was highest for “I adjust my cultural knowledge as I interact with people from a culture that is unfamiliar to me”. There were concerns and frustration with management and vendors within a dozen passages. However, real life examples illustrated the use of strategy within the firms,

including awareness, planning and checking for cultural interactions. Cultural metacognition allows individuals to adapt, select and shape the cultural interactions within their environment (Thomas et al., 2008). Triandis (2006) suggests CQ involves suspending judgement, integrating and understanding knowledge gained from a cultural situation.

Behavioral CQ, the fourth factor, was measured through five items with minimum values from 19-21 and maximum all at 25. Subjects identified the most with “Agree” for only one item; “I change my verbal behavior when a cross-cultural interaction requires it”. Within the qualitative findings, subjects expressed understanding different cultures; however, change and communication were largely apparent when it came to taking action. Some felt they have to modify their communication or adjust their attitudes to fit the multicultural context. Other passages indicated that adapting to change or unfamiliar environments was critical to the workplace.

Implications. The research on culture and diversity is large in terms of scholarship, but limited regarding law librarianship. Nonetheless, there have been several dialogues on diversity and culture within librarianship (Greer et al., 2001; Howland, 2001; Kreitz, 2008; Overall, 2009; Smith, 2008). Greer et al. (2001) focus on gender roles and recommend that organizations institute “effective and ongoing training” (p. 137). This is of specific importance as the information profession is highly dominated by females (American Association of Law Libraries, 2013) and this is one aspect subjects commented on as a challenge. Overall (2009) focuses on how cultural competence can be integrated into the information profession. Smith (2008) agrees with suggestions that the library itself become more diverse. It is with this cultural competence that one may “effectively reach those who would benefit the most from library services” (Overall, 2009, p. 200).

Law firm human resource departments and diversity committees can work with the law firm library to provide training. Ramirez (2010) presents a model for how CQ levels may affect conflict resolution ability. Since human resources not only handle onboarding, but disputes within the law firm among staff, this may be something they can put into practice. She suggests that a higher level of CQ affects and predicts whether an individual will choose an appropriate conflict resolution strategy based on the cultural backgrounds involved (p. 43). Based on the findings, there are varying levels within each of the four factors, so case studies, simulations, and exposure to other cultures may help (Alon & Higgins, 2005; Earley, 1987; Earley & Mosakowski, 2004; Harrison, 1992; Tung, 1981).

Budrina (2011) suggests it is important for companies to develop the CQ of their employees as culture and cultural difference have a greater influence on business effectiveness than we think. Participants should be immersed in the trainings year-round and continually. New staff and attorneys should also be integrated as part of the onboarding process. Deal and Prince (2003) focus on how to culturally adapt and educate individuals on different cultures when it comes to leadership development. Focused training with a facilitator providing a CQ assessment for self, multi-rater and/or group is suggested. This will allow individuals to understand their levels more in-depth and each of the four factors. Earley et al. (2006) also suggest the following ways to work more effectively in culturally diverse workplaces: (a) develop cultural strategic thinking, (b) enhance your motivational CQ, and (c) broaden your behaviors by enhancing behavioral CQ.

Conclusion 3. Law firm librarians are valued and appreciated within their firms. While the theme of value was prevalent within the qualitative data, it was not anticipated as an initial study question. However, it is an important conclusion that was determined because of the

overwhelming responses and reference to the librarian's role as valued and appreciated within firms. An overwhelming number of respondents expressed they are valued within their law firm, and many presented examples of being valued.

Law firm librarian subjects voiced that good performance reviews, raises and bonuses equated to their feeling valued in their law firm. Subjects stated they were acknowledged and respected by their firm for their input on matters. Subjects also showed that, through the work they do, including handling research requests, they were appreciated by their law firm. Key findings included that attorneys would consult with law firm librarians on research matters, and come back or refer another attorney to them for the good job they did. Some subjects, however, did show they are sometimes valued, but not equally by all members of their firm.

Implications. There has often been discussion about the value of the librarian, and the findings within this study can add value to those discussions. Cunningham (2013) shares that law firms should take advantage of the competence of their staff in order to realize benefits in productivity. "Law firms that can deliver value through competitive advantage are the law firms of the future – and leveraging library services is integral to that value" (Terjesen, 2014, para. 1). Gohlke (1997) says that, "librarians...are finding themselves in the position where they must build a solid and effective case on how their library adds significant value to the organization or institution that pays the bills" (p. 22).

This conclusion is critical for the law library profession and that of the legal industry. Awareness and promotion of the value that law firm librarians provide needs to be made known by those who can influence decision-making within a law firm. Library staff should be communicating the value of the library to clientele at all times and expressing the value of the service in time and money (Holt, 2007). A librarian's ability to quantify the value of the library

to management will be the key to controlling the future of the law firm library (Todd, 2006).

Human resource departments and attorneys need to understand the value that the librarians bring to the table and support them. Law librarians can also use results such as this for getting jobs, and even justifying promotion within their firms. A law librarian may become a more integral part of meetings, strategic planning, the decision-making process, and viewed at a leadership level equivalent to other executives. “The possession of cultural intelligence by a firm’s managers is a valuable resource, especially when the CQ resides in its upper echelons or top management team” (Ang & Inkpen, 2008, p. 343).

Conclusion 4. Law firm librarians deal with cultural changes and adapt to unfamiliar environments. The qualitative findings about the environment-climate and changes within the legal profession, information profession, and technology support this conclusion. Items within the CQS also show agreement levels regarding cultural knowledge related to the environment.

A majority of passages within the qualitative findings were tied to the theme of environment regarding the new environment, adapting to a new environment, functioning effectively within unfamiliar environments, and understanding the work environment. From 2004 to 2008, Citi Private Bank & Hildebrandt Consulting LLC (2013) reported law firms experienced the following lessons: (a) firms need to earn demand growth, (b) excess capacity squeezes margins, (c) double-digit profit increases no longer exist, and (d) volatility is a constant. Law firms now face reduced budgets, layoffs, and pressures from clients. According to the Canadian Bar Association (2013), the law firm business model is changing as clients are frustrated with the rising cost of legal services and the decreased demand of legal services for particular practice areas. The findings support the fact that law firm librarians are dealing with new environments within the rapidly changing landscape of law firms. Large law firms are

overstaffed and the legal spend has not bounced back from the recession (Altman Weil, Inc., 2014). The reputation of a firm is important and word spreads fast amongst the law library community when a law firm has a bad image or reputation. Subjects also expressed their abilities to help staff to transition and adapt to new environments as practices change, mergers, and staff shifts in roles.

Technology was also a frequent theme when discussing the environment. Subjects not only expressed the challenges with new technology, but also the ability to adapt to changes with new technology. This is important as legal vendors continually update and modify their software and online legal resources. Law firm librarians need to understand these changes and be prepared to share and teach their end users about the updated technologies. Subjects expressed how comfortable, with a few exceptions, they are when adapting and working with unfamiliar environments. The work law firm librarians conduct daily, particularly research, was also an area in which law firm librarians need to adapt and modify their skills in order to answer questions successfully.

Within the CQS, several items relate to this particular conclusion, and the findings support it. For example, 91% selected somewhat agree or higher when it comes to discussing adjusting cultural knowledge as one interacts with people from a culture unfamiliar to them. Additionally, 85% are in total agreement with being conscious of the cultural knowledge that is used when interacting with other individuals. Finally, within motivation, 77% of subjects at least somewhat agreed when it came to dealing with the stresses of adjusting to a culture that is new, and a smaller percentage agreed they enjoy living in unfamiliar cultures.

Implications. These findings contribute to the literature on CQ by examining the law firm librarians' responses of dealing with change and unfamiliar environments. This study

supports literature on the changes within the law firm environment and information profession as it relates to law firm libraries, including changes in billing practices, business models, library staffing, budgets, and resources. Callinan (1995) points out that the headquarters offices are being relied upon by branches for library services, and this requires the librarian to have access to international resources, but also be aware of time and distance. Smith and Marrow (2008) suggest challenges of the law firm environment today require skills in managing talent, setting strategic direction, and developing growth. They also found that managing partners of law firms believe that adaptability, relationships, change leadership and decision-making are required when leading a law firm. Goleman's research on emotional intelligence aligns with this premise and includes aspects of self-awareness, self-management, awareness and relationship management (1998).

Scholars agree on the changes within the information profession and law firm environment. From bottom line to profits per partner and business models, law firms have become more conscious of their own business dynamics. Law libraries are not exempt from feeling the changes within firms. Todd (2006) explains that the client "does not always understand...what is required to provide quality service, which is the root of law firm librarians" (p. 12). Further, she stresses the importance of having a voice within the profession. This study provides a benchmark for examining CQ in law firm libraries, and law firms should use CQ to help with industry changes.

These findings can also support law firm staff and law firm human resources departments be proactive and prepare employees for upcoming shifts within the firm. As an example, if the library director knows that a resource is going to be cancelled or eliminated, she or he needs to prepare users for this change and have other possible resources available to fill that gap.

Similarly, if the firm's leaders know there is a need to reduce their footprint, the law librarian should be included in the space planning changes. Libraries are no longer the large, spacious, glamorous collections with huge staff departments as they once were (Andrea, 2014; Gentilozzi, 2013; Rieger, 2011). Instead more law firm libraries are now being outsourced, certain functions outsourced, or transitioned to virtual (Ahearn et al., 1997; Ebbinghouse, 2002; Estes, 2008; Roy & Basak, 2011).

Study Limitations and Internal Study Validity

The study was voluntary and based on self-selection of those who chose to participate. Thus, whether the sample is representative of the target population was not known. Consideration of librarians outside the United States could also provide a different set of responses. Research could reveal differences as well among law firm library directors and law firm library staff, and/or differences among the law firm library and other law firm stakeholders.

Participants may have self-selected because of personal interest, a belief that they would benefit from participating or because of the cultural interactions they are involved with in their law firm. Babbie (1990) states, "survey research almost always represents an intrusion into people's lives....the survey often asks the respondent to reveal personal information—attitudes and personal characteristics—that might be unknown to others" (p. 339). Those who chose not to participate may have had different responses than those who participated and could have changed the survey results. This study provides a starting place for future research, as the results were limited to law firm librarians within the United States. Finally, though some findings discussed law firm aspects, the study did not measure CQ of law firms, but focused on the librarians within these firms.

The CQS has been considered a valid and reliable measure of CQ (Van Dyne et al., 2008). However, within this study, several subjects commented they felt the items were not clear, almost too easy or *duh* type of statements, or that they did not understand the context in which the questions were asked. This is likely due to the fact that the CQS utilized is only granted to researchers for academic purposes and an abbreviated *dummied-down* version of the online CQS self-report. It has often been found that it undermines the credibility of the full online CQ assessment available for purchase, and is therefore not used except for research purposes. The CQS that was utilized was not as valid as I had expected and led to weakness and limitation of my study. This may be one reason for the low response rate of the CQS items or the lack thereof responses.

To ensure internal validity of the study, the researcher employed the following strategies. In order to check for accuracy of the findings and ensure reliable coding, the researcher had a second researcher examine the coded qualitative data three times and the quantitative data twice. The researcher clarified the biases brought to the study from the beginning, including discussion of her role as a law firm librarian and a CQ certified facilitator. While the researcher is aware of the world-wide norms of CQ, this is proprietary to CQC and not included within the research. The researcher made every effort to remain objective during the process.

The web-based survey captured all the data in one place to minimize the validity threat of moving from one data collection to the other. Once the results were received and analyzed, the research triangulated the different data types to compare the merged quantitative with the qualitative themes. The researcher addressed each of the items on the survey to ensure interpretation and discussion of each item. Last, the researcher did not generalize beyond the

specified group within the study, as this would lead to inaccurate inferences beyond the participant data.

Recommendations for Scholarship and Practice

While the study did provide insightful results of value to law firm libraries, there is much of room for additional research since this only provides a starting point for future research to explore this concept within law firm libraries (Ang et al., 2004; Brislin, 1981; Caligiuri, 2000; Greer et. al, 2001; Overall, 2009; Smith & Marrow, 2008). Per the law firm librarian responses, this study established CQ as a significant capability when it comes to value within a law firm. Future research should examine other verticals of value to determine whether there are any correlations between CQ and other skills. Further, law firm librarian roles should be examined to determine whether there are differences dependent upon each specific role or other firm demographics. Law firm librarians, both domestic and international, can be surveyed to gain a wider pool of responses and other interesting results.

It would also be important for further research to examine and determine the impact CQ has on the firm bottom line, if any, and whether increased levels of law librarians do make a difference (Cunningham, 2013; Gohlke, 1997; Holt, 2007; Terjesen, 2014; Todd, 2006). Each of the four factors and overall levels in law firm librarians can be examined for a direct correlation to return on investment within the law firm library or firm. This study also established there are varying levels within each of the four factors of CQ. Attorneys should be studied, and future research should examine their own CQ levels and the value and importance of this construct to their roles (Ang & Inkpen, 2008; Smith & Marrow, 2008). Are there any correlations to the success of the firm based on the CQ of the library and the attorney she or he is working with?

As research on CQ expands, law firms may want to consider the integration of CQ into training. CQ is important for selecting, training, & developing a culturally intelligent workforce with the goal to bridge the gap between cultures (Ang et. al, 2007; Plum, et. al, 2008). CQ should be integrated into current diversity initiatives within law firms and professional development offerings through law library associations. Law firms should take the time to seek out cultural assessments and integrate them within their training. Assessments can provide a deeper dive into each of the four factors, include further discussion and reflection. The recent application of the construct to law firm librarians shows it may improve the understanding of not only law firm librarians, but their interactions with attorneys, staff, and vendors. Kienzle and Husar (2007) suggest benefits include improved communication and improved quality of relationships. Scholars can create a version of the CQ scale that is specific to legal settings working in conjunction with the Cultural Intelligence Center, and customized training can be created to focus on the law firm sector. Scholars can also examine CQ in law firms further by examining generational intelligence and gender differences to understand whether CQ plays a role in interaction among groups.

Law firm librarians are valued and appreciated within their law firms. This has important implications for future research into the value of the role and may help when a law firm faces reducing the library headcount or collections. Future studies should focus on this aspect of value and widen the scope to other segments of law librarianship. As Gohlke (1997) states librarians need to justify their library value to their firms. The key according to Todd (2006) is for a librarian to know how to quantify the value of the library to upper management. Scholars could work with law library associations, such as the American Association of Law Libraries, on a white paper and/or publication of findings within adjacent associations such as the American Bar

Association, so that attorneys and administrators may see this work. This could be used to leverage and justify positions as firms may try to downsize or merge (Andrea, 2014; Rieger, 2011). Scholars could also use this to evaluate what it means to be valued. Law librarians need to promote and market themselves within the industry as to the value they can provide to law firms. The value that law firm librarians bring to the table needs to be known by their stakeholders. Therefore, this means marketing and promoting expertise. The scholarship should extend further within law firms internationally and beyond just law firms. Government agencies, academic institutions and corporations can benefit from this. Additionally, within law school and library school curriculum, schools should discuss the law library and the value it brings to the profession (Frink-Hamlett, 2011; Ward & Miller, 2010).

The law librarianship field is shifting as job skills transition. Law firm librarians should be studied further to determine what areas will require support in the future and how law librarians can be adequately prepared for these new roles. For example, competitive intelligence and knowledge management are two areas in which there has been significant growth within the law firm industry. Studies should be conducted to determine the extent of law firm and law libraries' capabilities to adapt to these new areas (Beaumont, 2010; Saylor, 2014). Abramovitz et al. (2010) state, "experienced law librarians are ideally situated to manage and deliver the quality intelligence that is critical in this economy" ("Law Firm Business Intelligence," para. 2). Barker (2014) believes that law librarians should expand into the role of business development and competitive intelligence.

Closing Comments

CQ is malleable, and this is an opportunity for law firms to assess and integrate the framework into their business models. However, as the researcher, I was disappointed in the low

response rate and the comments regarding the instrument utilized. The self-report is only a sample and does not illustrate the true value of the CQS. While this study provided crucial new information to the profession regarding the importance of the construct of CQ, the self-report CQS utilized is a modified version available for academic researchers to use for research purposes. It didn't provide valid responses and thus undermined the credibility of the findings of this study.

The full online questionnaire of 50 items+ is a much more sophisticated instrument providing in-depth reports with analysis about each factor and additional value-add features. The Cultural Intelligence Scale (CQS) does provide a valid and reliable measure of a person's ability to function effectively in culturally diverse situations. CQ research has been peer reviewed and published in over 68 academic journals, across a wide variety of disciplines. The CQS was developed to test and validate Earley and Ang's (2003) conceptualization of cultural intelligence, which is based upon Sternberg's multiple loci of intelligences. Scale development and validation followed rigorous construct development procedures, involving multiple development samples and multiple cross-validation samples, over a period of several years. Law firms could really use this type of assessment to understand their diverse cultures better and through the use of ongoing training, including role play and activities with all staff, have a true impact on their business and bottom line.

It can be concluded that the scope studied here is important to the profession and that awareness of CQ can help improve interactions with stakeholders. I believe CQ does have impact on bottom line, productivity, and job performance as illustrated by various clients of the online assessment. As the legal industry and information profession shift, the construct of CQ is important to understand and incorporate into law firms and law firm libraries. As more law

firms work with clients globally and with staff in other offices, it is critical to understand CQ and how it can be utilized within a firm. Law libraries are in a unique position to not only utilize CQ, but also to help their firms be successful.

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APPENDIX A

20-Item Four Factor Cultural Intelligence Scale (CQS)

Cultural Intelligence Scale (CQS) – Self-Report

Read each statement and select the response that best describes your capabilities.
Select the answer that BEST describes you AS YOU REALLY ARE (1=strongly disagree;
7=strongly agree)

CQ Factor Questionnaire Items

Motivational CQ:

(CQ Drive)

MOT1 I enjoy interacting with people from different cultures.

MOT2 I am confident that I can socialize with locals in a culture that is unfamiliar to me.

MOT3 I am sure I can deal with the stresses of adjusting to a culture that is new to me.

MOT4 I enjoy living in cultures that are unfamiliar to me.

MOT5 I am confident that I can get accustomed to the shopping conditions in a different culture.

Cognitive CQ:

(CQ Knowledge)

COG1 I know the legal and economic systems of other cultures.

COG2 I know the rules (e.g., vocabulary, grammar) of other languages.

COG3 I know the cultural values and religious beliefs of other cultures.

COG4 I know the marriage systems of other cultures.

COG5 I know the arts and crafts of other cultures.

COG6 I know the rules for expressing non-verbal behaviors in other cultures.

Metacognitive CQ

(CQ Strategy):

MC1 I am conscious of the cultural knowledge I use when interacting with people with different cultural backgrounds.

MC2 I adjust my cultural knowledge as I interact with people from a culture that is unfamiliar to me.

MC3 I am conscious of the cultural knowledge I apply to cross-cultural interactions.

MC4 I check the accuracy of my cultural knowledge as I interact with people from different cultures.

Behavioral CQ:

(CQ Action)

BEH1 I change my verbal behavior (e.g., accent, tone) when a cross-cultural interaction requires it.

BEH2 I use pause and silence differently to suit different cross-cultural situations.

BEH3 I vary the rate of my speaking when a cross-cultural situation requires it.

BEH4 I change my non-verbal behavior when a cross-cultural situation requires it.

BEH5 I alter my facial expressions when a cross-cultural interaction requires it.

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Note. Use of this scale granted to academic researchers for research purposes only.

For information on using the scale for purposes other than academic research (e.g., consultants and non-academic organizations), please email info@culturalq.com.

APPENDIX B

Permission to Develop CQS into Web-based Survey

Pepperdine University

PERMISSION TO DEVELOP CQS INTO WEB-BASED SURVEY
(sent via email to vandyne@culturalq.com)

Dr. Linn Van Dyne
Cultural Intelligence Center, LLC
5337 Panda Bear Circle
East Lansing, MI 48823

Dear Ms. Dr. Van Dyne,

I am a current doctoral candidate at Pepperdine University and CQ certified facilitator (level 1 & 2). For my dissertation, I am conducting a mixed methods research study to examine the cultural intelligence of law firm librarians within the United States. I will be using the 20-item four factor Cultural Intelligence Scale (CQS) in my research study.

I would like to take the Scale and develop into a web-based survey with additional demographic and qualitative items to provide to my target population. I am requesting permission to convert the current paper format of the Cultural Intelligence Scale (CQS) into a web-based format. The Scale content will not be modified.

The instrument will be included with my additional questions and provided via the Private Law Libraries Special Interest Section (PLL-SIS) Community, the Special Library Association Legal Division listserv, and the Law-lib listserv to law firm librarians with instructions on use. This Community is available by member access only and password protected.

Please let me know if these are acceptable terms and conditions to utilize this instrument.

Sincerely,

Michele A. Villagran
Pepperdine University
Doctoral Candidate
michele.villagran@pepperdine.edu

APPENDIX C

Permission to Develop CQS into Web-based Survey Response

Linn Van Dyne <vandyne@culturalq.com> Sun, Jan 11, 2015 at 1:35 PM
To: Michele Angeline Lucero Villagran <michelealucero@gmail.com>
Cc: David Livermore <davelivermore@culturalq.com>, "Villagran, Michele (student)" <michele.villagran@pepperdine.edu>, Keyla Waslawski <keyla.waslawski@culturalq.com>

Hello Michele,

Sorry for the delay in getting back to you. I have been out of the country and did not have internet access. You have my permission to use the 20 item CQS scale in your academic research and you can convert it from paper to web-based format – as long as you include the following copyright on the electronic version:

© Cultural Intelligence Center 2005. Used by permission of Cultural Intelligence Center. Note. Use of this scale granted to academic researchers for research purposes only. For information on using the scale for purposes other than academic research (e.g., consultants and non-academic organizations), please send an email to info@culturalq.com

Please recall that the world-wide norms are proprietary and should not be used in your research. The goal of research is examining relationships; not assessing whether participants have low, moderate, or high scores; not comparing their scores with the world-wide norms. As a consequence, even though you are aware of the world-wide norms because you are a certified facilitator, please do not refer to them in your research.

Please let us know if you have any questions and I wish you the best with your research. Please share your results with us so that we can learn from you.

Linn

APPENDIX D

Informed Consent

The below message will appear on the screen that precedes the web-based survey.

Date

Dear Participant,

I am a student at Pepperdine University working on a Doctor of Education in Organizational Leadership degree, under the supervision of Dr. Kay Davis. I am conducting a mixed methods research study with the purpose of examining the cultural intelligence of law firm librarians in the United States.

I would like to invite you to participate in a survey on cultural intelligence. **Your participation in this study is voluntary. Should you choose not to complete the survey, this will in no way affect your status as a law librarian.**

The survey will take 30 minutes to complete. There is no right or wrong answers. The survey includes: (a) open-ended items related to cultural intelligence; (b) the 20-item four factor cultural intelligence scale to assess your current level of cultural intelligence; and (c) demographic items such as gender, education level, years of experience, number of languages spoken, job title, geographic location, and experience with other cultures.

The only foreseeable risk associated with participation in this study is the possibility that reflecting upon personal biases may cause uncomfortable feelings. Although there may be no direct impact to you, the possible benefit of your participation is a better understanding of cultural intelligence within law firm libraries.

I am required to keep the information collected for this study in a secure manner for at least 3 years. After the survey information is no longer required for research purposes, the information will be destroyed.

A summary of the findings may be obtained in approximately 6-12 months. If you wish to receive a summary of the findings, please fill out the last page of the survey. When the results are shared, the information that is provided will describe the participants as whole, not individual participants. To further protect your privacy, we are not asking you to provide any information that can identify you, such as your name.

You may also elect to be entered in a drawing to for one on-depth cultural intelligence assessment and follow-up consultation with CQ certified facilitator, Michele A. Villagran after completion of the survey.

Feel free to contact me with any questions concerning the study herein described at michele.villagran@pepperdine.edu or michelealucero@gmail.com. If you have further questions

about this research, you may contact my dissertation chair, Dr. Kay Davis, Pepperdine University, Graduate School of Education and Psychology, 6100 Center Drive, Los Angeles, CA 90045, kay.davis@pepperdine.edu. If you have questions about your rights as a study participant, you may contact Thelma Bryant-Davis, Chairperson of the Graduate and Professional Schools Institutional Review board, Pepperdine University, Graduate School of Education and Psychology, 6100 Center Drive, Los Angeles, CA 90045, (818) 501-1632.

I would appreciate the survey being completed by DATE. I hope you will participate in this study. Thank you for your time and consideration.

Sincerely,

Michele A. L. Villagran
Pepperdine University
Doctoral Candidate

APPENDIX E

IRB Approval Notice

PEPPERDINE UNIVERSITY

Graduate & Professional Schools Institutional Review Board

January 20, 2015

Michele Villagran

Protocol #: E0115D04

Project Title: Examination of Cultural Intelligence within Law Firm Librarians in the United States: A Mixed Methods Study

Dear Michele,

Thank you for submitting your application, *Examination of Cultural Intelligence within Law Firm Librarians in the United States: A Mixed Methods Study*, for exempt review to Pepperdine University's Graduate and Professional Schools Institutional Review Board (GPS IRB). The IRB appreciates the work you and your faculty advisor, Dr. Davis, have done on the proposal. The IRB has reviewed your submitted IRB application and all ancillary materials. Upon review, the IRB has determined that the above entitled project meets the requirements for exemption under the federal regulations (45 CFR 46 - <http://www.nihtraining.com/ohsrsite/guidelines/45cfr46.html>) that govern the protections of human subjects. Specifically, section 45 CFR 46.101(b)(2) states:

(b) Unless otherwise required by Department or Agency heads, research activities in which the only involvement of human subjects will be in one or more of the following categories are exempt from this policy:

Category (2) of 45 CFR 46.101, research involving the use of educational tests (cognitive, diagnostic, aptitude, achievement), survey procedures, interview procedures or observation of public behavior, unless: a) Information obtained is recorded in such a manner that human subjects can be identified, directly or through identifiers linked to the subjects; and b) any disclosure of the human subjects' responses outside the research could reasonably place the subjects at risk of criminal or civil liability or be damaging to the subjects' financial standing, employability, or reputation.

In addition, your application to waive documentation of informed consent has been **approved**.

Your research must be conducted according to the proposal that was submitted to the IRB. If changes to the approved protocol occur, a revised protocol must be reviewed and approved by

the IRB before implementation. For any proposed changes in your research protocol, please submit a **Request for Modification Form** to the GPS IRB. Because your study falls under exemption, there is no requirement for continuing IRB review of your project. Please be aware that changes to your protocol may prevent the research from qualifying for exemption from 45 CFR 46.101 and require submission of a new IRB application or other materials to the GPS IRB.

A goal of the IRB is to prevent negative occurrences during any research study. However, despite our best intent, unforeseen circumstances or events may arise during the research. If an unexpected situation or adverse event happens during your investigation, please notify the GPS IRB as soon as possible. We will ask for a complete explanation of the event and your response. Other actions also may be required depending on the nature of the event. Details regarding the timeframe in which adverse events must be reported to the GPS IRB and the appropriate form to be used to report this information can be found in the *Pepperdine University Protection of Human Participants in Research: Policies and Procedures Manual* (see link to “policy material” at <http://www.pepperdine.edu/irb/graduate/>).

Please refer to the protocol number denoted above in all further communication or correspondence related to this approval. Should you have additional questions, please contact Kevin Collins, Manager of the Institutional Review Board (IRB) at gpsirb@pepperdine.edu. On behalf of the GPS IRB, I wish you success in this scholarly pursuit.

Sincerely,



Thema Bryant-Davis, Ph.D.
Chair, Graduate and Professional Schools IRB

cc: Dr. Lee Kats, Vice Provost for Research and Strategic Initiatives
Mr. Brett Leach, Compliance Attorney
Dr. Kay Davis, Faculty Advisor

APPENDIX F

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Figure 1. Facets of cultural intelligence

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figure 3.2 Facets of Cultural Intelligence on page 67

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by P. Christopher Earley and Soon Ang

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Agreed: Michele A. L. Villagran
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Date: 11/23/15

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To: Julie Slagter

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Thanks, Michele

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To: Michele Angeline Lucero Villagran

Hi Michele,
You have our permission to use the attached picture and caption.

Thank you!
Julie
Julie Slagter
Manager, Certification & Client Services

Figure 3. Domain of cultural intelligence

Title: Cultural Intelligence:Domain and Assessment
Author: David C. Thomas, Efrat Elron, Günter Stahl, Bjørn Z. Ekelund, Elizabeth C. Ravlin, JeanLuc Cerdin, Steven Poelmans, Richard Brislin, Andre Pekerti, Zeynep Aycan, Martha Maznevski, Kevin Au, Mila B. Lazarova
Publication: International Journal of Cross Cultural Management
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Figure 4. Background of the primary person managing KM
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Michele, you can absolutely reference the materials. The permission and attribution language you have provided is perfect.

And best of luck with you dissertation.

With regards,
Randi Mayes

From: Kristy Cole
To: Randi Mayes, Michele Angeline Lucero Villagran

Hi Michele! One more thing on this...please direct people to our flipbook instead of the Connected Community. Here is the URL: <http://epubs.iltanet.org/i/355985>.

Thank you!
Kristy
KRISTY COLE
Communications Specialist

Figure 5. Characteristics of high and low levels of cultural intelligence

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Thanks, Michele

--

Kind regards,
Michele A. L. Villagran

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Bruce E. Winston, PhD

Professor of Business & Leadership
Regent University School of Business & Leadership

From: Dr. Andrea Ramirez
To: Villagran, Michele (student)

Subject: Re: Reprint figure with permission from your Emerging Leadership Journal article
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Emergent Dr. Villagran,
Thanks for the note. Permission granted.

Would love to know when you defend and when your dissertation is published. Let's stay in touch.

Blessings upon the process.

Sincerely,
Dr. Andrea Ramirez